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**Family Friendly Workplaces, the  
Work/Family Interface and their Relation  
to Work Outcomes  
among Working Parents.**

A thesis presented in partial fulfilment of the requirements  
for the degree of Masters of Arts in Psychology  
at Massey University.

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## ABSTRACT

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Work/family conflict, family/work conflict, satisfaction with child care, the positive outcomes from combining work and family roles and social support were investigated as potential moderators and mediators between the two independent variables of family friendly policies and supervisor support and the dependent variables of job satisfaction, membership behaviours, organisational commitment and general health. Two models were devised to examine these relationships. A work/family questionnaire was distributed through nine New Zealand organisations, which were selected from the list of work/family network members. There were 121 complete questionnaires returned (giving a response rate of 29%) from working parents who had at least one child under the age of 18 years living at home. Work/family conflict and family/work conflict were found to be positively correlated however they were also found to be associated with unique antecedents and outcomes providing support for their independence as separate constructs. Hierarchical multiple regression techniques were utilised to examine the relationships between potential mediators and moderators, the independent variables of organisation policy and supervisor support and several outcomes. Three significant moderated relationships were identified with respect to the outcome of "intention to leave". There are several conclusions to be drawn from this study regarding the importance of supervisor support, the distinction between work/family conflict and family/work conflict and the different needs of working parents.

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## DEDICATION

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I wish to dedicate this to my grandfather Charlie Stanley who passed away during the completion of this thesis.

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Few would argue with the principle that one should bend the tool not the worker – the workplace should fit the worker, not vice versa.  
(Barnett, 1998).

## CHAPTER ONE INTRODUCTION

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### 1.1 Introduction

The demographic nature of the workforce has changed dramatically over the last 25 years, this has been primarily due to the increase in the employment participation rate of females. Amongst families in New Zealand who have children between the ages of 5 and 15 years, 50% of both parents were either in full or part time work in 1991, with 20% of the parents both in full time employment (Statistics New Zealand, 1991, cited in Callister & Podmore, 1995). The typical family of 20 or 30 years ago (husband earner, wife homemaker, with children between the ages of 5-15 years) exists today in less than 15% of all households (Statistics New Zealand, 1995, cited in Callister & Podmore, 1995). Unfortunately, many organisations have not come to terms with this change in employment patterns with respect to their policies (Thomas & Ganster, 1995) such as changing their leave policies, and introducing child care and alternative work schedules.

These changes in the workforce have resulted in a degree of conflict between the job and the family for a large proportion of those parents who work outside of the home. One of the first studies to identify this source of work-family conflict was Quinn and Staines (1979, cited in Greenberger, Goldberg, Hamill, O'Neill & Payne, 1989) who reported that 38% of married men and 43% of married women found that job and family life conflict with each other to some extent. Organisations can assist the working parent in reducing this conflict, through formal family benefits and family-supportive supervisors and culture.

There has been a lack of systematic research documenting the claims that such policies do result in benefits for both the employer and the parents (Thomas & Ganster, 1995). Millar (1984) performed a literature review on the effects of employer-sponsored child care on several organisational outcomes and found that well planned evaluations with proper controls were absent and that the claims about the benefits were not supported by credible research.

This project's purpose is to investigate the impact that family-friendly benefits and supervisor support have on work-family conflict and family-work conflict, as well as work-related outcomes for example job satisfaction, and general health, by testing a proposed model examining these relationships.

The remainder of the introduction contains five sections. Work/family conflict is the first section, where the bidirectional nature of work/family conflict is discussed. The debate between the scarcity and enhancement hypotheses is also examined. A review of family friendly policies follows which examines leave policies, flexible working practices, child care policies, sensitive organisational policies and culture. The next section looks at the support an individual receives from both the work domain in terms of supervisor support and the personal domain with family and friends. Work related outcomes looks at job satisfaction, the ability to recruit and retain, organisational commitment and absenteeism. The fifth section examines general health, and the influence of gender on the work-family nexus.

Finally, a summary is presented where the hypotheses and research goals of the present study are specified and the proposed models are outlined and described.

## **1.2 Work-family Conflict**

### **1.2.1 Bidirectional nature of work-family conflict**

Work-family conflict is a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect whereby participation in one role is made more difficult because of participation in the other (Goff, Mount & Jamison, 1990). This definition depicts a bidirectional nature of the conflict; that is there are two sides or directions to work/family conflict. One of the directions is that of work interfering with family (Work/family conflict) for example "My job produces strain that makes it difficult to fulfil family duties", the other direction is family interfering with work

(Family/work conflict) for example “My home life interferes with my responsibilities at work”.

Early research in the work/family domain, conceptualized work/family conflict as a global bidirectional construct. Despite the conceptual distinction between family/work conflict and work/family conflict, measures primarily assessed work/family conflict alone, and if family/work conflict was measured, it was combined with work/family conflict into a single mixed measure. Recent research has given much support for the view that despite the intercorrelation present between the two forms of conflict, there are two distinct forms of conflict (work/family conflict and family/work conflict), and each should be measured and assessed accordingly (Frone & Yardley, 1996; Frone, Yardley, & Markel, 1997; Frone, Russell & Cooper, 1997; Greenhaus & Beutall, 1985; Gutek, Searle, & Klepa, 1991; Kinnunen & Mauno, 1998; Kossek & Ozeki, 1998; Netemeyer, Boles & McMurrian, 1996). Netemeyer et al (1996) based the definitions of work/family conflict and family/work conflict on the identified source of the conflict. Work/family conflict is defined as a form of interrole conflict in which the general demands of, time devoted to, and strain created by the job interfere with performing family-related responsibilities. Family/work conflict is a form of interrole conflict in which the general demands of, time devoted to and strain created by the family interfere with performing work-related responsibilities.

Many studies have demonstrated the importance of measuring the two forms of conflict separately. Frone et al, (1992) distinguished between work/family conflict and family/work conflict and measured them accordingly. Each form of conflict was found to be associated with its own form of antecedents. Job stressors were positively related to work/family conflict while family stressors were positively related to family/work conflict. Frone et al (1992) also found that work/family conflict and family/work conflict were related to different outcomes, specifically family/work conflict was found to be related to depression, while no relationship was evident between work/family conflict and depression. This finding is in stark contrast to previous research, which found a relationship between work/family conflict and depression; this previous research however did not distinguish between the two forms of conflict with respect to measurement. Therefore the relationship

found between work/family conflict and depression may have been spurious because of a failure to control for the positive relationship between work/family conflict and family/work conflict (Frone et al, 1992). These unique antecedents and outcomes associated with family/work conflict and work/family conflict, give strong support for the distinction between these two forms of conflict with respect to conceptual and measurement issues. Global measures that assess both types of conflict will not reveal relationships if the different types of conflict have unique antecedents and consequences (Greenhaus & Beutall, 1985).

Kossek and Ozeki (1998) conducted a review of work/family studies that looked at the relationship between work/family conflict, family/work conflict, job satisfaction and life satisfaction. Work/family conflict measures that clearly specified the direction of the conflict performed better than general measures that did not distinguish between the two forms of conflict. The strength of the relationship between each of the different forms of conflict and job and life satisfaction differed with family/work conflict being less strongly related to both forms of satisfaction than work/family conflict (Kossek & Ozeki, 1998).

Kossek and Ozeki's (1998) review demonstrated that work/family conflict and family/work conflict are associated with different outcomes, which further demonstrates that despite their intercorrelation they are independent constructs.

The measurement of family/work conflict and work/family conflict as distinct constructs also allows the relationship between these two forms of conflict to be assessed. Frone et al (1992) examined this relationship and found a positive direct reciprocal relationship between the two dimensions of work-family conflict, that is if one scored high on one form of conflict then they would be likely to also score high on the other form of conflict. The rationale Frone et al (1992) provided for this relationship, was that if work demands interfered with one's family life that the resulting unfulfilled family demands would interfere with work demands, and vice-versa. That is, the two forms of conflict would be positively related.

### **1.2.1.2 Summary of bidirectional nature of work/family conflict**

There has been much done on both sides of the work-family interface. However the research on each side has been primarily done by different sets of researchers including sociology and psychology (Gutek, et al, 1991; Barnett, 1998). The majority of research performed in the field of psychology has conceptualized work-family conflict as comprising of simply the effects of family life on work.

Recent research is in agreement that work/family conflict and family/work conflict are distinct but related forms of interrole conflict. In this study, work/family conflict will not be looked at as a unidimensional construct, but as two distinct constructs, with both work/family conflict and family/work conflict being examined. The two sides of the work-family interface will be conceptualized as two separate and distinct areas of conflict and will be measured accordingly. This will allow the individual impact of each form of conflict to be examined with respect to the family friendliness of the organisation the personal and work related outcomes and the levels of support. The relationship between work/family conflict and family/work conflict will also be examined in this study with a positive correlation expected. The relationships between the forms of conflict, the work outcomes, support levels and the family friendly policies will be covered in each of their respective sections.

Work/family conflict and family/work conflict are two outcomes that result from combining one's work and family lives. The multiple roles of worker and parent may also result in gains to the individual such as an improved sense of well being. The debate between the nature of the outcomes that result from the multiple roles is examined next.

### **1.2.2 Strains versus gains**

There have been numerous models and hypotheses put forward which attempt to explain the personal and work related outcomes that occur as a result of the occupancy of multiple roles such as worker and parent. The majority of studies on individuals combining the roles of parent, worker and spouse have assumed that the combination of roles results in conflict and stress, conflict appears to be a key assumption which underlies the research and is implicit in the models (Sieber, 1974). The *scarcity* or *conflict* hypothesis supports this

notion that the inevitable consequences of multiple roles are stress and strains. The *scarcity* hypothesis views an individual's time and energy as limited, therefore the addition of extra roles creates tensions between competing demands, and this results in a sense of overload (Goode, 1960, cited in Marshall & Barnett, 1993). Role conflict according to the *scarcity* hypothesis is an inevitable, normal and expected consequence of combining the roles of parent and worker (Tiedje, Wotman, Downey, Emmons, Biernat & Lang, 1990).

Multiple roles may result in role overload (measured in number of hours), however according to Gutek et al (1991) that does not necessarily translate into the experience of role conflict. There is a competing view that of the *enhancement* or *expansion* hypothesis that supports Gutek et al's (1991) suggestion that role overload does not have to lead to conflict. It argues that multiple roles may function to help promote psychological well-being by potentially creating more sources of self-esteem, social support, social status and identity all of which contribute to mental health (Hyde, Klein, Essex, & Clark, 1995). The *enhancement* hypothesis suggests that the resources gained from the roles of work and family will culminate to result in fewer strains and greater gains. There has been much support for the view that multiple roles can result in an improved sense of well being. Crosby (1991) documented that women who combine significant life roles are better off emotionally than are women with fewer roles, they demonstrate less depression, higher self-esteem and greater life satisfaction than those who have fewer roles do. Thoits (1983) found support for the enhancement idea in the form of the identity accumulation hypothesis. She found that individuals who possess numerous identities report significantly less psychological distress. She attributed this to each identity providing the individual with more existential meaning and behavioural guidance.

Therefore there is support for the view that simply by definition multiple roles and identities do not have to lead to role conflict and stress.

It seems logical that the taking on of extra demands would result in conflict, especially on one's time. But there have been practical explanations put forward as to why the enhancement hypothesis may hold true. Crosby (1991) suggested that there were three major psychological benefits that result from multiple roles.

- Increase in resources. This covers more than financial resources, including the additional pool of experiences that one can draw on to assist them in their work and family lives. An example of this may occur when experience as a parent may help fulfil a teacher's professional obligations as they can relate to the parent's concerns and feelings through their own experience.
  - Variety, in that people need a change to give a balance. That a change of scenery and the chance to meet new people and participate in new experiences improves one's sense of well-being.
  - Amplification, in that one can recount joyous stories that occur in one role with people in the other domain, for example sharing happy or successful work experiences with the family. The additional roles can also buffer against failure or stressors in other domains.
- The view that human resources of energy and time are flexible, both expanding and contracting depending on the level of commitment the individual experienced (Marks 1977) lends further support to the *enhancement hypothesis*.

There is therefore evidence for both the *scarcity hypothesis* in that conflict is an outcome of multiple roles and the *enhancement hypothesis* in that gains have also been reported.

Perhaps both the *scarcity* and *enhancement hypotheses* are partially correct, maybe multiple roles can be a source of both role gratification and strain and conflict (Crouter, 1984).

Enhancement and conflict perceptions may coexist as independent dimensions, that is women may perceive the roles they combine as sources of both conflict and enhancement (Tiedge et al, 1990). Baruch and Barnett's (1986) results also supported the view that neither the *scarcity* nor the *enhancement* view was a total explanation. They emphasized the quality of the role opposed to the occupancy of the role as a predictor of stress and well being.

### **1.2.3.2 Summary of strains vs gains**

Conflict and gains could simultaneously characterize the combining of work and family. This would reconcile the supposedly conflicting findings relating to the *scarcity* and *enhancement hypotheses*. In this study, conflict and gains (positive outcomes) will both be

measured as possible outcomes of the occupancy of the multiple roles of worker and parent. The results may show that indeed conflict is not the only inevitable outcome and that along with the conflict, parents will also report gains as an outcome of the multiple roles. The presence of family friendly policies in the parent's organisation is thought to increase the level of gains reported and to decrease the levels of conflict. Conflict levels and the amount of positive outcomes are expected to act as either mediators or moderators on the relationship between family friendly policies, supervisor support and work outcomes. The amount of conflict and gains experienced is thought to determine how important these forms of support are and will therefore influence the impact that supervisor support and family friendly policies will have on the work outcomes.

### **1.3 Family Friendly Policies**

A family friendly workplace has been defined by Marshall and Barnett (1996) as a workplace that assists their employees to manage the time pressures of being working parents, and to assist them with meeting their family responsibilities. They also included the informal practices in their definition, for example flexibility with leave. Friedman (1990, cited in Honeycutt & Rosen, 1997) defined family friendly policies as human resource policies that organisations implement to respond to the family-oriented needs of their workers.

The research into family friendly policies usually involves the researcher examining the different categories of policies offered by the employer. These categories include leave policies (Honeycutt & Rosen, 1997; McDonald, 1993; Zedeck & Mosier, 1990), child care programmes, flexible work schedules (Frone & Yardley, 1996; Honeycutt & Rosen, 1997; Johnson, 1993; McDonald, 1993; Thomas & Ganster, 1995; Zedeck & Mosier, 1990) and other organisational practices such as before and after school programmes (Thomas & Ganster, 1995), community services (Johnson, 1993) and assistance and flexibility with respect to family emergency arrangements (McDonald, 1993).

Grover and Crooker (1995) stated that they believed that there is greater value in considering multiple family-responsive policies simultaneously, in addition to analyzing the specific policies. Considering all of the organisation's policies opposed to a single initiative gives a better feel for the overall environment and levels of support given to the employee with respect to combining their work and family lives. Glass & Estes (1997) echo the benefits associated with looking at the entire organisational package. They believe that the adoption of a single policy is unlikely to yield great benefits if other forms of organisational assistance with work/family issues are absent.

Family friendly workplaces will be discussed now with respect to four categories; leave policies, flexible working practices, child care policies, organisational practices and culture.

### **1.3.1 Leave policies**

Due to legal enforcement, parental leave policies are probably the most common family friendly workplace intervention. Currently under the Parental Leave and Employment Protection Act (1987), New Zealanders are entitled to unpaid parental leave, a women is entitled up to 14 weeks maternity leave at the time of the birth or adoption, while men are entitled to two weeks paternity leave. There is also a policy of extended leave where the parent is entitled a total of 12 months leave. The leave provided by the Act is all unpaid (Statistics New Zealand, 1998; Industrial Relations Service, 1997). The United Nations has criticized New Zealand for its lack of paid parental leave, since this criticism the government has been looking at a members bill, which proposes a 12-week paid parental leave policy. This would bring New Zealand in line with the rest of the world, currently the minimum paid maternity leave in continental Europe is three months and the modal European pattern is moving toward six months (Kamerman & Kahn, 1987). An opinion poll conducted in New Zealand found that just under half of those surveyed agreed that women in paid employment should receive paid maternity leave when they have a baby (Gendall & Russell, 1995, cited in Galtry & Callister, 1995). Therefore there is some support from both the government and the public for a paid parental leave policy. The

problem with current New Zealand legislation is that even though parents are entitled to 52 weeks leave, many are not in a position where they can afford to take it. For many parents paid leave may be the only way that they can afford to take the time off from work. Paid leave still involves costs for the parent including the loss of on-the-job training (Galtry & Callister, 1995), however it significantly reduces the financial cost of taking time off work. Potential benefits from parental leave have been found, with respect to the mother's health, and finances, to the organisation and to society as a whole.

Benefits accrued from parental leave to the mother's mental and physical health have been documented. The length of parental leave available has been related to mental health (Hyde et al, 1995; Gjerdingen & Chaloner, 1994, cited in Galtry & Callister, 1995). Poor mental health in women during the first year after birth was associated with a maternity leave period of less than 24 weeks and with longer work hours (Gjerdingen & Chaloner, 1994, cited in Galtry & Callister, 1995).

The length of maternity leave available has been found to be related to physical health symptoms. Women returning to work during the first year experience more health problems including respiratory infections and an increase in gynecologic and breast symptoms, than those on parental leave (Gjerdingen, McGovern, Chaloner, & Street, 1995; McGovern, Dowd, Gjerdingen, Moscovice, Kochevar, & Lohman, 1997; Gjerdingen, Froberg, Chaloner, & McGovern, 1993). Paid parental leave also allows the mother to "choose" their preferred method of infant feeding. Potential health benefits that are associated with breastfeeding to the mother include a possible protection against breast cancer, ovarian cancer and osteoporosis. The child also gains health benefits from breast-feeding including protection against certain allergies (Galtry & Callister, 1995).

Research has found that the provision of parental leave benefits the organisation along with the parent in terms of the retention of employees (Glass & Riley, 1998; Horreft, 1996). This is an important benefit to an organisation, when one considers the estimated costs associated with the recruitment and training of an employee. The average female employee who has worked in the New Zealand financial sector for 10 years has had approximately \$37,000 worth of training invested in her (Marshall, 1994, cited in Galtry & Callister, 1995). The New Zealand Treasury has estimated that it costs an average of \$18,000 to find,

interview and select a new Analyst (Lampe, 1993, cited in Galtry & Callister, 1995). Therefore any policy which encourages parents to return to work after the birth of their child, will be rewarded in saved recruitment and training costs. The length of parental leave available has also been shown to have an effect on turnover. Glass & Riley (1998) looked at women at six months postpartum who were employed at least 20 hours a week during the first trimester of pregnancy. The total length of parental leave available both paid and unpaid exerted a strong deterrent effect across both types of measured turnover. Leave policies are also associated with women returning to full time work after the birth of their child. A study involving 613 women who had had a child within the year, found that those whose employers had a liberal unpaid leave policy were more likely to return to work particularly full time than those with less generous leave policies (Horreft, 1996). Therefore even unpaid leave adds an element of additional flexibility which allows employees to return to their jobs at their own pace, therefore making the transition back into the workforce easier.

There are however, disadvantages associated with parental leave. One disadvantage associated with the provision of maternity leave is that it provides the potential for women to face discrimination in the workforce, regardless of whether they are planning on having children (Bergmann, 1986, cited in Galtry & Callister, 1995; Folbre, 1994, cited in Galtry & Callister, 1995). At present there have been found to be significant gender differences in the availability of parental leave for workers (Marshall & Barnett, 1996; Glass & Riley, 1998) with women being much more likely to receive parental leave benefits, both paid and unpaid. Policies which encourage men to take parental leave, would assist in reducing this discrimination, and would increase the equality in parenting with more fathers being involved in the upbringing of their children. The introduction of paid parental leave by the government would be a way of assisting with this problem, especially if the paid leave was funded through a social insurance scheme, as a levy on employers. This should reduce the discrimination against women, as the employer would have to pay the levy, regardless of who they employ.

Paid parental leave appears to provide benefits to all concerned. There are benefits to the family, both financially and with respect to their health, to the organisation in terms of retention, and therefore reduced training and recruitment costs. Society as a whole also benefits from, paid parental leave, with a possible decrease in discrimination regards employment and an increase in the involvement of fathers in the upbringing of their children.

Parental leave is important, however policies which assist with the integration back into paid work after the birth of the baby, such as part time work are also crucial to consider. This was highlighted in the findings of Hyde et al, (1995) who looked at women at 4 months postpartum, and found elevated levels of anxiety in women employed full time, compared to part time workers and home makers. This finding points to the importance of workplace policies that allow women to gradually return to work after parental leave, such as part time work and job sharing. The Ministry of Women's Affairs (1995) report that there are organisations in New Zealand who assist their employees with the integration back into the work force after the birth of a child. ASB Bank, Ministry of Fisheries and WestpacTrust were all quoted as having policies, which keep them in touch with employees on parental leave. WestpacTrust have become proactive in supporting and retaining their staff on parental leave, they provide a gift pack for staff, and publish a newsletter to staff on leave. They also offer assistance with the integration back into the work force with short-term project work while on parental leave, and the utilization of technology to support work from home. They have also introduced a staggered return to work which involves the individual returning to work on reduced hours. Before the implementation of their policy only about 30% of their staff were returning from parental leave, now the return rate is 70%. From this anecdotal evidence it appears that organisations can improve their rate of retention of staff on parental leave, through some attention to their leave policies, and some assistance with the integration into the workforce.

Parents need other forms of leave in addition to parental leave to meet their family responsibilities. The Holidays Act (1981) currently states that New Zealand employers are legislatively bound to provide five days paid special leave per year, which covers sickness

of one's spouse, dependent children and elderly parents. Parents may often require leave at short notice, to cover events in their child's life, and flexibility may be needed to meet these demands. The Manukau City Council and Fisher and Paykel are two organisations who have flexible leave policies according to The Ministry of Women's Affairs (1995). Fisher and Paykel no longer have a fixed allocation of sick and domestic leave now all applications for time off, are considered for payment if they are genuine and reasonable. Since this policy was introduced there has been a drop in the average leave taken from seven days to four-to-five days per annum. Manukau City Council has allowed the staff to negotiate the amount of annual leave they individually need. In the first year the policy was introduced, 8% of staff altered their leave arrangements, mostly to receive more leave and less salary. Strong staff support for this policy was recently found in a staff opinion survey (Ministry of Women's Affairs).

Leave policies encompass more than just parental leave, they are also about sensitive leave policies (Ministry of Women's Affairs, 1995) such policies provide the time and flexibility required by employees to accommodate their family responsibilities.

### **1.3.2 Flexible work arrangements**

Family friendly policies are about giving parents the flexibility to meet and accommodate their family demands. Customized leave policies can contribute to this flexibility, however employers can preempt the demand and plan ahead for these family responsibilities by establishing flexible work arrangements, for example flexitime. Flexible work arrangements include much more than merely flexitime, they include part-time work, job sharing, and the compressed work week. In addition to these alternative work schedules flexible work arrangements also include alternative work-stations, for example telecommuting.

There are several different types of flexitime available most of which involve a core period. Flexitour is the most limited, it allows the employee to select a starting hour, and stay with it for a period of time. A gliding schedule allows the employee to vary their starting times. A variable day or week schedule allows the employee to vary the length of their work day

or week and 'bank' hours. Programmes that allow employees to work a scheduled number of hours in a week with no core hours, is also an option to employers (Zedeck and Mosier, 1990).

The percentage of workers using flexible work schedules is on the rise, the percentage of workers using flexible work schedules in the United States of America rose from 12.3% in 1985 to 15.1% in 1991 (U.S. Bureau of Labor Statistics, 1994, cited in Hammer & Barbera, 1997). Currently it is estimated that about 50% of all employees in Germany are on flexitime. In Switzerland and several other European countries, the proportion is about 40% (Bohen & Viverous-Long, 1989).

There has been much research on the effects of flexitime. Bohem and Viverous-Long (1981) found that one third of their respondents who used flexitime reported that it allowed them more time with their families and 96% of employees were pleased with their flexible schedules. Flexible schedules assist all employees, not just those with children. They also discovered that flexible work schedules helped families without children with tasks for example getting to the bank. Bohem & Viverous-Long (1989) found that flexitime appeared to have benefits for family life. The mean stress level of the group of flexitime employees was significantly lower than that of the group of standard workers (Bohem & Viverous-Long, 1981). Parents on flexitime were found to have significantly less stress, than their standard time counterparts. Parents who used flexible work schedules were more likely to be satisfied with their child care although the effect was more significant for fathers than for mothers (Ezra and Deckman, 1996). The use of flexitime was also found to significantly help mothers improve their work/family balance. Schmidt and Scott (1987) found that employees found it extremely helpful to be able to schedule work in ways that allowed them to meet their family responsibilities.

In a survey of users of alternative work schedules, McCampbell (1996) found that 74% of employees perceived the schedules as a benefit either to themselves, their employer or both. Sixty-five percent indicated that the flexibility had increased morale or productivity and 36% stated that the flexibility affected their decision to stay with their current employer.

Workers with more flexible jobs reported greater job satisfaction as well as reduced work interference in their home lives.

Flexibility has also been found to impact on health with an indirect effect on psychological distress (Marshall & Barnett, 1996). As Zedeck and Mosier (1990) point out, one of the major advantages of flexitime to the organisation is that its cost is minimal. Thus it is a relatively painless policy to bring in, and can result in direct benefits to the organisation in addition to work/family integration, for example, the ability to have more staff at peak times.

Staines (1990, cited in Marshall & Barnett, 1996) emphasized the importance of the level or type of flexibility as a factor which determined what impact the organisations policies had on different work outcomes. Those who could change their schedules on a daily basis reported lower work/family conflict than those who could choose their own schedule but then had to stay on that schedule, for a certain period of time. The degree of flexibility is important to assess. Marshall & Bennett (1996) defined a job with "sufficient flexibility" as one that allows the worker to respond to non-work situations, and for the purposes of this study this will be the definition used to gauge whether there are flexible work arrangements present.

The Inland Revenue Department's flexible working practices meet with this definition. They have a policy of flexible working hours with no core time, the only requirement is that staff must work at least five hours each day between 6.00 am and 8.00 pm, the policy is available to around 90% of staff. They list anecdotal benefits of increased satisfaction, increased communication amongst staff and benefits with recruitment and retention (Ministry of Women's Affairs, 1995).

Along with the different forms of flexitime there are other forms of flexible working practices. Job sharing is a variation on part-time employment. A shared job is defined by Olmsted (1977) as a voluntary work arrangement in which two people hold responsibility for what was formerly one full-time position. Job sharing has a number of possible benefits that include increased flexibility for the worker. This can result in more effective use of time, especially with jobs that have extreme demands in different periods throughout the

day. It may also result in reduced absenteeism and turnover, as it gives the employee more personal time to deal with responsibilities off the job. It combines the advantages of full-time and part-time work, the job is continuously staffed and the organisation has access to the resources of two workers instead of one, which means less temporary staff to cover leave (Zedeck & Mosier, 1990). New Zealand Post Limited is piloting job-share contracts for delivery officers. The policy was originally adopted at the request of two employees (Ministry of Women's Affairs, 1995).

Compressed work weeks according to Hammer and Barbera (1997) involve a reduction in the number of days per week in which full time work is performed, without a corresponding reduction in the number of weekly hours. In New Zealand, "LWR Industries" operate a schedule of compressed hours for all factory staff (Ministry of Women's Affairs, 1995). They work 8.5 hours from Monday to Thursday, and then are able to finish early on Friday. Management views this scheme as a way to allow employees to meet family commitments for example doctor's appointments, thus minimizing disruption to work and absenteeism.

Part-time scheduling of work is another option, which gives flexibility. Hammer and Barbera (1997) note that the United State's Department of Labour's definition of part time work, of less than 35 hours of work per week is the most commonly used definition in the literature.

Part-time work has been shown to result in less stress for mothers than either full time work or no work outside of the home (Meier, 1978, cited in Zedeck & Mosier, 1990). The New Zealand Police have introduced a flexible employment option for staff who want to work less than full time. Staff can apply to work a reduced number of hours per fortnight. In Sweden, there are shorter workdays for parents, they may work six-hour days until their youngest child is 8 years old, with less pay than for 8 hour days, but without jeopardizing their jobs (Ministry of Health and Social Affairs, 1977, cited in Bohem & Viverous-Long, 1981).

Flexible work stations are another option. Olson and Primps (1984) define telecommuting as the substitution of telecommunications technology for physical travel to a central work location; it usually implies that the person is working in the home. Hamilton (1987, cited in Zedeck and Mosier, 1990) states that telecommuting may alleviate the need for day care and

also allows the worker to stay at home and care for sick children, it also has implications for parents on parental leave. However Olson and Primps (1984) point out that there are disadvantages with telecommuting with respect to parents, in that work at home introduces stress because the parent/worker is constantly forced to deal with the simultaneous demands of the conflicting work and family roles.

There are many different ways that flexibility can be given to employees through work arrangements. Flexibility in this study will be assessed by examining work arrangements, along with the degree of flexibility the employee believes is present in their work arrangements to allow them to cope with their family and personal responsibilities.

### **1.3.3 Child care**

Child care is an important issue for working parents, as if the employee does not have alternative care arrangements for their children available to them, they are unable to work. Child care problems can have a significant impact on an employee's performance, this was evident in a survey conducted by Fernandez (1986, cited in Podmore, 1995), which involved 7000 questionnaires being distributed with a response rate of 70%. The survey found that 48% of women and 25% of men had spent unproductive time at work because of child care matters, while 39% of women, and 13% of men stressed that handling family and work roles was a substantial problem.

Parents who have difficulty finding child care have been found to be significantly more likely to be absent from work than those who report no difficulty (Love, Galinsky & Hughes 1987). The same study also found that parents whose child care arrangements broke down frequently were more likely to come to work late or leave early, than those without difficulties. Difficulties with child care were also found to be predictive of high levels of stress and negative physiological symptoms for both men and women. The failure to find satisfactory child care has been listed as a primary reason why working wives temporarily withdraw from the workforce (Rosin & Korabik, 1990, cited in Aryee & Luk, 1996). Therefore there appears to be much motivation for employers to assist their employees with their child care arrangements.

There are different options available to an employer who wishes to help their employees with their child care arrangements. The employer can:

- Provide a child care center, which may be on-site.
- Provide financial assistance for child care.
- Establish an information and referral service to assist the employee find high quality child care that suits their demands.

There has been much research over the years, which examines on-site child care and its impact. Within this body of research there is much support for on-site child care, however there is also a substantial amount of research which disputes the positive claims.

Employer-sponsored child care centers have been linked with lower levels of employee absenteeism rates (Milkovich & Gomez, 1976; Youngblood & Chambers-Cook, 1984), turnover intentions (Youngblood & Chambers-Cook, 1984), actual turnover (Milkovich & Gomez, 1976; Youngblood & Chambers-Cook, 1984), job satisfaction (Youngblood & Chambers-Cook, 1984; Marquart, 1991 cited in Ezra & Deckman, 1996; Dawson et al, 1984 cited in Ezra & Deckman, 1996), organisational commitment and perceptions of organisational climate (Youngblood & Chambers-Cook, 1984). Child care centers provided by the employer have been found to be related to stable work habits. Milkovich & Gomez (1976) found that mothers who had their children enrolled in the employer-sponsored centers exhibited less variability with their absenteeism, which suggests that the enrolled mothers had more stable work habits than those without such a service. There is also research which found that employees who used on-site child care facilities were more likely to work overtime (Marquart, 1991, cited in Ezra & Deckman, 1996; Dawson et al, 1984, cited in Ezra & Deckman, 1996). Child care at the workplace has been shown to be related to various membership behaviours. It has been shown to increase the maternal rate of return to working after childbirth (Horrefth, 1996) and positively influence recruitment (Millar, 1984; Kossek & Nichol, 1992) and retention (Kossek & Nichol, 1992). Both Millar (1984) and Kossek and Nichol (1992) found that child care positively influenced membership behaviours however they also found that the policies had no impact on performance (Kossek & Nichol, 1992), absenteeism or productivity (Millar, 1984).

Millar (1984) performed an evaluation of the claims that employer-sponsored child care improves employee's work behaviours and attitudes, by evaluating the research. He found that the positive claims about the impact of employer sponsored child care were not supported by credible research. Since his evaluation, research has been produced which has supported his findings. Studies have reported that on-site child care does not have an impact on work/family conflict or absenteeism (Goff et al, 1990), and that it does not help employees balance their work and family responsibilities (Ezra & Deckman 1996).

On-site child care gives an increase in proximity of the child, therefore transport is easier, and the parent is able to visit the child more frequently. However the quality, hours of operation, and cost may not be substantially different to off-site facilities. A disadvantage with both on-site care and employer sponsored child care is that slots in the centres may be limited, which could plague the effectiveness of the programme, and cause some resentment within those on the waiting lists. Therefore on-site child care or employer sponsored child care may not necessarily be the best solution for the organisation to offer it's employees. The organisation may be better to assist the employee with child care arrangements through a different avenue, such as financial assistance with child care or an information service.

The literature seems to be in agreement that it is whether the parent is satisfied with their child care that is important and makes the difference, not whether it is provided by the employer (Ezra & Deckman, 1996; Goff et al, 1990; Kossek, 1990; Aryee & Luk, 1996). According to Galinsky & Friedman, (1993, cited in Podmore, 1995) high quality, flexible child care arrangements are linked to lower absenteeism rates and less stress among parents who are employed. It is the quality of the care what is important not necessarily if the employer provides the child care. Satisfaction with child care arrangements have been found to be related to less work/family conflict (Goff et al, 1990, Kossek, 1990), less stress (Kossek, 1990; Love et al, 1987) and have been found to have a highly significant effect on the happiness of both mothers and fathers with their work/family balance (Ezra & Deckman

1996). Dissatisfaction with current child care arrangements was found to be predictive of negative physiological symptoms for both men and women in a study conducted by Love et al (1987). Satisfaction with child care has been shown to have an impact on job satisfaction (Harrell & Ridley, 1975) and career satisfaction (Aryee & Luk, 1996). Aryee and Luk (1996) found that satisfaction with child care arrangements had a significant influence on career satisfaction regardless of gender. A role-theory perspective was used by Harrell and Ridley (1975) to examine the relationship between satisfaction with child care and work satisfaction. They argued that only when a person's dominant role obligations had been fulfilled could other roles assume significance. An individual, who has children and is working, may perceive their dominant role as that of a parent, therefore only when that parent is happy with their child care, would they be capable of fulfilling their role of employee.

There are some successful examples within New Zealand organisations of employers successfully assisting their employees with their child care arrangements.

The Treasury in New Zealand offers a child care fee subsidy for children under the age of five of up to \$3,000 per annum. They believe that their combination of work and family policies including the child care subsidy have encouraged employees to return from parental leave and have assisted in the recruitment of employees. The Waitakere City Council has established a child care centre, and have contracted Barnardos to manage the centre. The centre is also open to the public with the council staff having top priority with enrolments. The centre is not profit driven rather its focus is to provide affordable child care (Ministry of Women's Affairs, 1995).

From the body of research and the industry examples it seems that the important factor is that the employee be satisfied with their child care, on-site care may not be the best way to ensure that satisfaction. The employer should discover the needs of their employees, and offer the policy that will best increase their employee's satisfaction with their child care. This may have to be through the provision of child care if the community lacks high quality, affordable, child care. However if there is already high quality child care present in the community then the employer may be more effective in offering a child care subsidy and an

information and referral service to link their employees with the child care facilities already available.

Therefore this research will not simply focus on the provision of on-site child care, rather it will assess the different forms of assistance that the employer can provide to assist with child care and it will assess the parent's satisfaction with their child care arrangements also.

### **1.3.4 Organisational practices and culture**

The informal practices and culture of the workplace have been included as part of the definition of 'family friendly' policy (Marshall and Barnett 1996). Along with the major innovations such as child care and flexitime, other organisational practices, for example car parking policies, also need to be examined. The culture and environment of the organisation which is often exemplified through management's sensitivity to the demands of their employees is also included in the definition of the "family friendly" organisation. The implementation of solutions to help reduce work/family conflict does not have to be expensive. Often simple and inexpensive organisational practices along with a supportive culture are very effective as solutions to work/family conflict.

The Auckland Museum has family friendly receptionists who are authorized to place importance on family related calls, especially those from children. This policy has no tangible cost yet is beneficial, as employees are more relaxed knowing their children can contact them. The Ministry of Commerce, has two "family friendly" yet inexpensive policies. There are two car parks set aside specifically for staff in family emergency situations. These car parks reduce the amount of leave that employees need to take in some situations for example if the employee needs to take their child to the doctor. The Ministry also provides training on work and family issues for staff who hold management positions, this raises awareness, which is essential, if the culture of the organisation is going to become family friendly.

In the case of an emergency situation creative, inexpensive solutions can make all the difference for example access to a phone, short-notice leave and a supportive environment, all can reduce the employee's conflict. This research will examine such solutions, including the after-hour demands management places on their employees, and the emphasis that management places on the integration of the employee's work and family lives.

### **1.3.5 Summary of family friendly policies**

The impact of these policies will be assessed in the models by summary items which examine the overall organisational package opposed to the individual effects of single initiatives, this is expected to give a broader impression of the environment that the employee is exposed to.

## **1.4 Support**

### **1.4.1 Supervisor support**

The level of support that is available from one's supervisor is important in assisting employees to meet their work and family demands. The supervisor is often perceived as the bearer of the organisation's culture (Aryee, Luk & Stone, 1998), in that the supervisor is usually the one who is responsible for the implementation and administration of the policies and practices within the organisation. Therefore they are the key individuals and if they are not supportive and behind an initiative, then it does not matter what policies and practices are in place (Rodgers & Rodgers, 1989). An employee was quoted in an article by Love et al (1987) as saying "Its one company with different supervisors – therefore with different rules", this quote indicates the impact that the supervisor's administration of a policy can have. Even if the policies surrounding work and family are formalised, employees may find enactment difficult if their supervisor is unsympathetic; as a supervisor can subtly

communicate the negative consequences of the employee utilising the policy (Glass & Riley, 1998). Thomas and Ganster (1995) defined a supportive supervisor as one who empathizes with the employee's desire to seek balance between work and family responsibilities. They also gave examples of what forms of behaviour this support can be in; accommodating an employee's flexible schedule, being tolerant of short personal phone calls to children, or even offering a kind word when the babysitter quits.

There has been research supporting the significance of the supervisor to the employee, with respect to many work-related outcomes. Supportive supervisors have been found to have effects on the levels of well being amongst employees, and to buffer the negative effects of work stress, including role conflict and work overload (Terry, Nielsen & Perchard, 1993). Supervisor support has also been found to be related to work/family conflict (Goff et al, 1990) and work/family interference (Love et al, 1989).

Kahn and Byosiere (1992, cited in Terry et al, 1993) conducted a review of the literature on the effects of social support in the work context. They reported that the majority of studies (20 out of 22) found evidence of main effects of supervisor social support on levels of well being. In a study on the work family interface, the National Council of Jewish Women (1987, cited in Kossek & Nichol, 1992) found that having a supportive supervisor had approximately the same positive effect on stress levels as did having a supportive husband. Supervisor support has also been found to be positively related to job satisfaction (Thomas & Ganster, 1995; Shinn et al, 1989; Terry et al, 1993; Love et al, 1987), career satisfaction (Aryee & Luk, 1996), organisational commitment (Greenberger et al, 1989; Aryee et al, 1998), turnover intentions (Aryee et al, 1998) and retention (Glass & Riley, 1998).

The presence of a supportive supervisor is indicative of a pleasant work environment that is likely to have a positive effect on well being. There have been research findings linking supervisor support to health outcomes. Love et al (1987) found that men with unsupportive supervisors were more likely to report frequent psychosomatic symptoms. While Thomas and Ganster (1995) found that supportive supervisors had a significant indirect effect through work/family conflict on depression and a significant indirect effects on somatic complaints and cholesterol through work/family conflict. They also found that supportive

supervisors had a significant direct effect on job satisfaction, and a significant indirect effect on job satisfaction through work/family conflict.

#### **1.4.1.2 Summary of supervisor support**

The purpose of this research with respect to supervisor support is to further examine the relationships between supervisor support and both work-related and health outcomes and to investigate if the relationship is affected by the levels of conflict, social support, positive outcomes and satisfaction with child care. There are likely to be significant correlations found between the presence of supervisor support and work outcomes such as job satisfaction. The relationship between these outcomes and supervisor support will be affected by the levels of work/family conflict, family/work conflict, satisfaction with child care, social support and the level of positive outcomes, with these outcomes acting as moderators or mediators on the relationship.

#### **1.4.2 Social support from family and friends**

Social support is defined as a resource that assists individuals cope with job stress through supportive relationships with others (House, 1981, cited in Gutek et al, 1988).

There are two types of social support detailed in the literature, that of emotional support and instrumental support. Emotional social support is exemplified by sympathetic and caring behaviours while instrumental support involves the giving of actual assistance (Beehr, 1985, cited in King, Mattimore, King & Adams, 1995). Both of these forms of support have been found to be related to the conflict between work and family. Instrumental assistance received from family has been found to have a strong negative relationship with family interfering with work, while emotional sustenance from family also has been found to be related to family interfering with work (Adams, King and King, 1996). For the purposes of this study, instrumental support from family and friends will be the focus as instrumental or tangible support is the most likely form of support to have an impact on how helpful the individual finds the family friendly policies (Frone & Yardley, 1996). This is due to the fact that family friendly policies are generally designed to assist with practical assistance, as

is instrumental support. If an individual has high levels of instrumental support, then they will not be in as greater need of the family friendly policies as an individual with low levels of instrumental or tangible support. Therefore if an individual has a high level of social support the impact that family friendly policies has on the individual's work outcomes for example organisational commitment will be less.

The majority of studies report that social support has positive effects on a variety of outcomes, however there is disagreement concerning the process by which social support impacts on these outcomes (Cohen & Wills, 1985). Some suggest that social support exerts a main effect, influencing the outcome regardless of the level of stress, that is the relationship is the same at all levels of social support. Others support a buffering hypothesis, where social support exerts an effect on an outcome only when stress levels are high. A pure buffering effect would exist when the impact of stress on an outcome for example, health is nonexistent under conditions of high support and is more adverse as support decreases (House, 1981, cited in Marshall & Barnett, 1992; Macewen & Barling, 1987).

There is evidence that social support from friends, family and one's spouse do indeed have an impact on work/family conflict and on other work-related outcomes. Family social support is probably more related to general health and well being than specific work related outcomes (Adams, King & King, 1996). This is because each source of support is argued to have greatest impact in its own outcome domain (Shinn et al, 1989). The results verify Shinn et al's (1989) hypothesis that support is the most important in those domains of life where the donor plays a major role. Spouse support was associated with positive outcomes for family satisfaction, family distress, perceived stressors and overall satisfaction, while supervisor support was associated with positive job outcomes (high satisfaction and low distress) (Shinn et al, 1989).

Families in general and spouses in particular serve as significant sources of social support for coping with both minor daily hassles and major stressful life events (Barbarin, Hughs & Chesler, 1985; Cohen & Wills, 1985; McCubbin et al, 1980). Results from studies have shown husband or spousal support to be a buffer on the relationship between parental demands and work/family conflict (Matsui, Ohsawa & Onglatco, 1995). In a study, which

looked at a sample of married women on dairy farms, husband support was seen to function as a coping mechanism mediating the stressful effects of role conflict (Berkovitz & Perkins, 1984). In the same study husband support was significantly related to stress.

Friends play a significant role in supporting employed parents (Hirsch & Rapkin, 1986; Schmittinger & Bird, 1990), and have been found to be associated with greater work family gains for both men and women (Marshall & Barnett, 1993), and to be a buffer from life stress (Cohen & Wills, 1985). Tangible social support from family and friends, in the form of child care assistance was found to be negatively related to problems with child care and linked with less absenteeism (Kossek & Nichol, 1992; Kossek, 1990). From this finding the authors concluded that family friendly policies such as child care, were more pertinent for parents without a family buffer. This highlights the fact that if parents have high levels of instrumental support, family friendly policies are perceived to have less of an impact on their work outcomes compared to those with low levels of support.

#### **1.4.2.2 Summary of social support from family and friends**

There is disagreement surrounding how social support impacts on work outcomes. However there seems to be a consensus within the work and family research that social support, acts as a buffer on the relationship between organisation policy, supervisor support and the work outcomes. For this research it is hypothesized that social support will act as a moderator on the relationship between family friendly policies and work outcomes. That is, the impact that organisation policy and supervisor support will have on work outcomes will not be as strong when the levels of social support are high compared to when they are low. The outcomes to be examined are looked at in the next section.

### **1.5 Work-related Outcomes**

Work related outcomes and their relationship to the work and family interface are essential to investigate. It is important to show the connection between an organisation's family

friendly policies and the impact on work/family conflict, and the resulting changes in the work-related outcomes, for example job satisfaction.

### 1.5.1 Job satisfaction

Job satisfaction is one of the outcomes that will be assessed, and utilised to define success in managing work and family demands. Job satisfaction is the individual's attitude and reaction to their job experience; it refers to how the individual feels about their job (Berry & Houston, 1993). It has also been defined as the extent to which a person derives pleasure from a job (Muchinsky, 1993). There are many definitions of job satisfaction in the literature, the one to be used in this study is that job satisfaction is the employees overall affective response to their job (Cook et al, 1981). Job satisfaction is an important outcome to consider with respect to both quality of life and organisational outcomes. The relationship between job satisfaction and family functioning has a long history. As early as 1956, researchers were examining this relationship (Dyer, 1956, cited in Barling & Macewen, 1992). Job satisfaction continues to be the variable measured most when investigating work/family interactions (Barling, 1990, cited in Barling & Macewen, 1992; Pond & Green, 1983, cited in Barling & Macewen 1992).

There is a large research interest in job satisfaction and its relationship with other work-related outcomes. Research has not revealed the simple, direct relationship that was originally expected between job satisfaction and outcomes related to organisational success, such as absenteeism, turnover, performance and life satisfaction. However there has been enough evidence to maintain the position that satisfaction of employees will affect organisational outcomes (Berry & Houston, 1993). Job satisfaction was found to be slightly correlated with absenteeism (Berry & Houston, 1993; Muchinsky, 1993). Low negative correlations between job satisfaction and absenteeism are common, however the results are consistent across numerous studies (Muchinsky, 1993). Research on the interaction between job satisfaction and turnover has yielded a fairly substantial relationship, with correlations of 0.40 common, however the relationship is not direct (Muchinsky, 1993).

Along with the research on general work related outcomes, there have also been studies examining the relationship between job satisfaction and specific outcomes related to the work/family conflict area. There has been research looking at the impact that work-nonwork conflict has on job satisfaction (Rice, Frone & McFarlin, 1992), with much evidence present that suggests that role conflicts such as work-nonwork conflict are significant predictors of job satisfaction (Terry et al, 1993; Kemery, Mossholder, Bedeian, 1986). Satisfaction with work/family balance has been shown to be a substantial component of job satisfaction for parents (Ezra & Deckman, 1996). Kossek and Ozeki (1998) conducted a meta-analysis, in which they looked at published studies examining the relationship between work/family conflict and job satisfaction. They found that the relationship between work/family conflict measures and job satisfaction was strong and negative across all samples. People with high levels of conflict tend to be less satisfied with their jobs. Through their meta-analysis they found a consistent relationship (0.28) between access to and use of family friendly policies and job satisfaction.

Many studies have found relationships with different family friendly policies and practices and job satisfaction (Kossek & Ozeki 1998; Youngblood & Chambers-Cook, 1984), while levels of supervisor support have also been found to be related to job satisfaction (Thomas & Ganster, 1995; Greenberger et al, 1989). Thomas and Ganster (1995) found a significant direct effect between supervisor support and job satisfaction, and a significant indirect effect between supervisor support with job satisfaction through work/family conflict. Therefore there is much evidence supporting the examination of job satisfaction with respect to the work/family environment.

### **1.5.1.2 Summary of job satisfaction**

Through their meta-analysis Kossek and Ozeki (1998) identified a lack of research looking at the joint assessment of work/family conflict, job satisfaction and family friendly policies. It would be useful to examine the relationship between family friendly policies and job satisfaction as mediated by work/family conflict. This research will assess this relationship, through the examination of two models, which can be found in Appendix A. There is

expected to be significant positive correlations found between job satisfaction, family friendly policies, supervisor support, satisfaction with child care, social support, positive outcomes, and negative correlations with work/family conflict and family/work conflict.

### **1.5.2 Ability to recruit and retain**

Membership behaviours within an organisation including the ability to attract employees and to have low turnover intentions amongst staff are important factors as they can save the organisation recruitment and selection costs. These costs are substantial, Westpac estimates an average cost of \$37,000 to replace a staff member with 10 years experience (Ministry of Women's Affairs, 1995). Therefore any policy that can demonstrate that it enhances the ability of the organisation to recruit high quality new staff, and decrease their intentions to leave should be popular with the organisation and management. There is research that supports the view that the presence of family friendly policies positively impacts on these membership behaviours within an organisation.

The presence of family friendly policies has been linked with the retention of employees (Bretz, Boudreau, & Judge, 1994; Grover & Crooker, 1995). Employees who had access to family friendly policies were found to express significantly lower intentions to quit their job than those without access to such policies (Grover & Crooker, 1995). Satisfaction with schedule flexibility, an example of a family friendly policy was found to have a positive significant relationship with the employee's turnover intentions (Aryee et al, 1998), while users of an on-site child care center had longer tenure than non-users (Kossek & Nichol, 1992).

Many women leave work after the birth of their child because of a lack of family friendly policies including inadequate or inflexible maternity leave, a lack of quality child care, and nonexistent part time work or phased in returns to work (Schwartz, 1989, cited in Glass & Riley, 1998). The ability to avoid working excessive hours after the birth of a child was found to be related to turnover (Glass & Riley, 1998; Darian, 1976, cited in Glass & Riley, 1988). The employee's desire to have a greater balance between their work and family lives has been found to be positively related to job-search behaviour that in turn facilitates

turnover (Bretz et al, 1994). These findings suggest that employees would be willing to leave their job for policies that allow a balance between their work and family lives. Glass & Estes (1997) found in a sample of 3000 employees, close to a fourth of employees who lacked flexible schedules or the ability to work at home stated they would change jobs to gain these benefits. While 47% of those lacking leave time to tend to family illness reported that they would sacrifice pay or benefits to gain leave for sick family members.

Along with affecting turnover intentions there is evidence that the presence of family friendly policies increases the attraction of the organisation, thereby increasing the ability to recruit. Research has shown that people tend to choose organisations on the basis of the similarity between their own values and the values of the organisation they are considering (Betz & Judkins, 1975, cited in Honeycutt & Rosen, 1997; Hall, Schneider & Nygren, 1970, cited in Honeycutt & Rosen, 1997). This may be due to people being attracted to an organisation based on their perceived fit with the organisation. Person-organisation fit has been defined by Chatman, (1989, cited in Honeycutt & Rosen, 1997) as the congruence between the norms and values of organisations and the values of the person. People tend to choose and perform best in situations that are personally compatible with them (Honeycutt & Rosen, 1997). Therefore if a prospective employee wishes to achieve a balance between their work and family lives and values this, they will be more attracted to an organisation with family friendly policies. Such an organisation will assist their employees in achieving a balance. The fit (congruence) between individual work values and organisational values has been shown to be a better predictor of job choice than either pay or promotion opportunities (Judge and Bretz, 1992, cited in Honeycutt & Rosen, 1997). Family friendly policies such as flexible career paths and policies have been shown to increase the organisation's attractiveness (Honeycutt & Rosen, 1997). The impact of the family friendly policies at Deloitte & Touche were examined amongst new recruits to the organisation. Amongst the new recruits, 76% of the women and 60% of the men said that the work life balance programmes influenced their decision to join the company (Scott, 1998).

### **1.5.2.2 Summary of recruit and retain.**

Tenure will be indirectly related to the presence of family friendly policies at the organisation, and turnover intentions will be negatively related to the presence of the work-family policies. The impact of the family friendly policies will also be examined in relation to the indirect impact they have on the employee's retention, and how important the respondents perceive the presence of such policies to be in relation to choosing to work for the organisation.

### **1.5.3 Organisational commitment**

Organisational commitment is defined here as the relative strength of an individual's identification with an involvement in a particular organisation. Organisational commitment can be characterised by three factors; a strong belief in the acceptance of the organisation's goals and values, a willingness to exert considerable effort on behalf of the organisation and a strong desire to maintain membership in the organisation (Mowday, Steers & Porter, 1979). This definition of organisational commitment is categorised as attitudinal commitment which is said to represent a state in which an individual identifies with a particular organisation and its goals and wishes to maintain membership in order to facilitate these goals (Mowday & Steers, 1979).

Most organisational research indicates the value of having committed employees, they are more adaptable, have less turnover, and exhibit less tardiness (Angle & Perry, 1981 cited in Muchinsky, 1993). A positive relationship between the presence of family friendly policies and organisational commitment has been demonstrated in the research. Child care assistance has been found to be associated with higher levels in the commitment of employees compared to those without the employer sponsored child care facility (Youngblood & Chambers-Cook, 1984). In a study conducted in 1989 by Greenberger et al, support in the workplace (supervisor support and formal workplace policies) accounted for 48% of married women's organisational commitment. There have been three explanations put forward to describe how the presence of family friendly policies impacts on organisational commitment (Grover & Crooker, 1995).

- Theories of social justice predict that employees will have more positive attitudes toward organisations that are perceived as treating employees fairly (Greenberg, 1990, cited in Grover & Crooker, 1995). The presence of family friendly policies is a symbolic action, which should positively impact organisational commitment because it promotes the image of the organisation treating its employees well.
- When an individual is treated well by the organisation, the individual will experience this feeling of goodwill, which shall translate into positive feelings toward the company (Scholl, 1981, cited in Grover & Crooker, 1995).
- Employees who have made irretrievable investments in the company are bound to the company in order to collect these investments, for example pregnant women eligible for maternity leave may be unlikely to leave the organisation before collecting the benefit.

Support was found for the first two explanations by Grover & Crooker (1995). They found that those who had access to family friendly policies had higher levels of organisational commitment, this higher level of commitment was present amongst all those who had access to the policies, and not simply those who directly benefit from them.

#### **1.5.3.2 Summary of organisational commitment.**

The presence of family friendly policies and supportive supervisors is therefore expected to be indirectly related to higher levels of organisational commitment amongst all of the respondents, and not simply those who utilise the policies.

#### **1.5.4 Absenteeism**

Absenteeism is one of the most studied of the work-related outcomes, and is an expensive problem to employers everywhere. The Wall Street Journal (1986, cited in Dalton & Mesch, 1990) calculated that absenteeism drains the total productivity of the United States economy at near \$40 billion a year. At New Zealand Post (Ministry of Women's Affairs, 1995) it is estimated that every 1% improvement in absenteeism rates is equivalent to a

saving of \$112,000 per annum. These statistics highlight how significant and important the problem of absenteeism is to both employers and to the economy.

Family friendly policies are thought to positively impact on absenteeism. Employee attendance is thought to be a function of the motivation to attend, and the ability to attend (Steers & Rhodes, 1978, 1984, cited in Dalton & Mesch, 1990). Family friendly policies, for example flexitime could impact absenteeism through improving the employee's ability to attend (Dalton & Mesch, 1990).

Studies have been conducted that have found a significant relationship between work/family conflict and absenteeism (Goff et al, 1990), and on-site child care and absenteeism (Milkovich & Gomez, 1976, cited in Goff et al, 1990). Dalton & Mesch (1990) found evidence linking flexitime and absenteeism. They conducted a six year assessment concerning a naturally occurring field experiment and found gross reductions in absenteeism amongst the employees with the flexible scheduling. Two years after the experiment had finished, and the flexible scheduling was no longer present, the absenteeism rates immediately returned to base-rate levels.

Many studies that have examined the relationship between absenteeism and family friendly policies have however failed to find significant results. Millar (1984) conducted an evaluation of the research looking at the impact that on-site child care had on absenteeism rates. He found that despite the widely heralded benefits, the claims were not supported by credible research. The lack of significant results present in the literature has been attributed to a lack of variance found in the absenteeism rates, which may be caused by measurement issues (Thomas & Ganster, 1995).

#### **1.5.4.2 Summary of absenteeism.**

As is evident there is a lack of consistent research on the relationship between absenteeism, work/family conflict and family friendly policies. In this study the impact that family friendly policies and work/family conflict have on absenteeism rates will be examined, as depicted in the models found in Appendix A.

## 1.6 General Health

The lack of fit between work and family roles, is a stressor that can have an impact on an employee's health (Greenhaus & Parasuraman, 1986 cited in Frone et al, 1997; Ironson, 1992, both cited in Frone, et al, 1997). Role stressors have been found to exert a direct influence on the employee's physical symptomatology (Kemery, et al, 1987). That is, when an employee is faced with conflicting role demands, their physical health is likely to suffer. Therefore there is a research background which supports that idea that there is a relationship between work/family conflict and an employee's health.

Since these findings there has been research linking the presence of work and family conflict to the physical health of the employees. Frone, Russell & Cooper (1997) found that family/work conflict was positively related to depression, poor physical health, and to the incidence of hypertension, while work/family conflict was found to be positively related to heavy alcohol use. Work/family conflict in the global form has also been found to be positively related to cholesterol levels in the literature (Thomas & Ganster, 1995).

### 1.6.2 Summary of health

In this study the impact on physical health will be examined with respect to both work/family conflict and family/work conflict, as there is evidence that the two forms of conflict have distinct relationships with physical health. Job satisfaction (Kemery et al, 1987) and supervisor support (Marshall & Barnett, 1992) may also be linked to the employee's health.

## 1.7 Gender

Gender differences are not well studied within the work-family conflict area. Many of the studies examining work-family conflict have samples predominately made up of women, and researchers within the work/family area tend to focus on the working mother (Thomas & Ganster, 1995; Barling, 1986). Studies examining the difficulties with combining

parenting and work with respect to fathers are noticeably missing (Tetrick, Miles, Marcil, & Van Dosen, 1996). Recently, however a growing number of studies have indicated that work-family conflict is a concern for men as well as women (Burden & Googins, 1987, cited in Thomas & Ganster, 1995; Pleck, 1989, cited in Thomas & Ganster, 1995).

There are two conflicting frameworks present in the literature, which attempt to enhance the understanding of the role of gender with respect to the work/family nexus. The *rational view* proposes that conflict is related to the number of hours spent in both paid work and family work. According to this model therefore the more hours one has in paid work the more he or she will experience conflict between their work and family lives (Gutek et al, 1991). The number of hours devoted to each area of life also determines the direction of role conflict. That is the greater the time spent in the work environment the greater the levels of work/family conflict, and the greater the number of hours spent parenting, the greater the level of family/work conflict (Parasuraman, Purohit & Godshalk, 1996). The *gender role* approach, suggests that gender role expectations override any impact from the relationship between the number of hours worked and levels of conflict, and that gender interacts with the number of hours worked and the levels of conflict present. Gender according to this framework has a direct effect on work/family conflict and acts as a moderator on the relationship between the number of hours worked and the level of work/family conflict. The gender role perspective derives from societal expectations that men are more socialized to give priority to the breadwinner role, whereas women are socialized to give priority to homemaker and motherhood roles (Lewis, 1992, cited in Frone & Yardley; Thompson & Walker, 1989, cited in Frone & Yardley, 1996). Which theory applies, might be related to the sex role attitudes present in both members of the couple.

There have been studies which suggest that men also experience conflict between their work and family lives, with fathers experiencing interrole conflict (Barling, 1986). In a study which examined the impact of child care problems, fathers reported more problems with concentration at work because of child care problems and greater stress from child care problems than did mothers (Tetrick, et al, 1996). Numerous other studies have failed to find gender differences in the experience of work/family conflict (Parasuraman et al 1996;

Voydanoff, 1988; Kinnunen & Mauno (1998). Frone, et al (1992) developed and tested a model of the work-family interface, and examined the influence of gender on the model, with a sample of nearly equal proportions of male and female (56%). They found that their model applied equally well to both men and women. Kinnunen & Mauno (1998) also examined the work-family interface among men and women and found no significant gender differences in the levels of work and family interfering with each other. However the sample was from Finland where there is a very high participation rate of women in the workforce, In 1993 73% of Finnish women with pre-school children and most women were employed full time (Veikkola & Lehtiniemi, 1994 cited in Kinnunen & Mauno, 1998). Shared parenthood is more often the reality in Finnish families, therefore gender differences in Finland would be low as social expectations are similar for both genders, and both genders have similar work habits.

There are however many studies which find gender differences. Gutek et al (1991) found that women reported more work/family conflict than men despite spending the same number of hours in work as men. When Hammer, Allen & Grigsby (1997) examined work family conflict in dual earner couples, in the context of a field study they also found that females had significantly higher levels of work/family conflict than did males. Duxbury & Higgins (1991) examined a model of work/family conflict with respect to gender differences in a sample comprising of parents in dual career families. They focused on examining gender differences in the paths of the model. Significant differences were found in 11 of the 17 gender comparisons. The authors put these differences down to societal expectations and behavioural norms. Marshall & Barnett (1993) examined work/family strains and gains in a sample of 300 couples. They found that mothers reported greater strains and greater gains than fathers, however few gender differences were found in the relationships between strains and gains and the predictors, that is the models associated with strains and gains, were equally applicable to both men and women. There are also findings relating to differences in policies available to men and women, Marshall & Barnett (1996) examined the characteristics of a job that contribute to the family friendly nature of the workplace. They reported that women were more likely to receive paid parental leave

benefits than were men, with the majority of men in the sample not receiving any paid paternity leave benefits.

### **1.7.2 Summary of gender differences.**

Data needs to be examined from both sexes with respect to the work/family nexus, as without comparable data from men and women gender comparisons are impossible, which will result in the belief that work/family issues are only women's issues being perpetuated (Barnett, 1998). Data will be collected from a balanced sample of men and women in this study.

## **1.8 Research Goals**

The overall goal of this study is to examine the relationship between the "family friendliness" of an organisation, levels of supervisor support and work-related outcomes as mediated or moderated by social support, satisfaction with child care, work/family conflict, family/work.

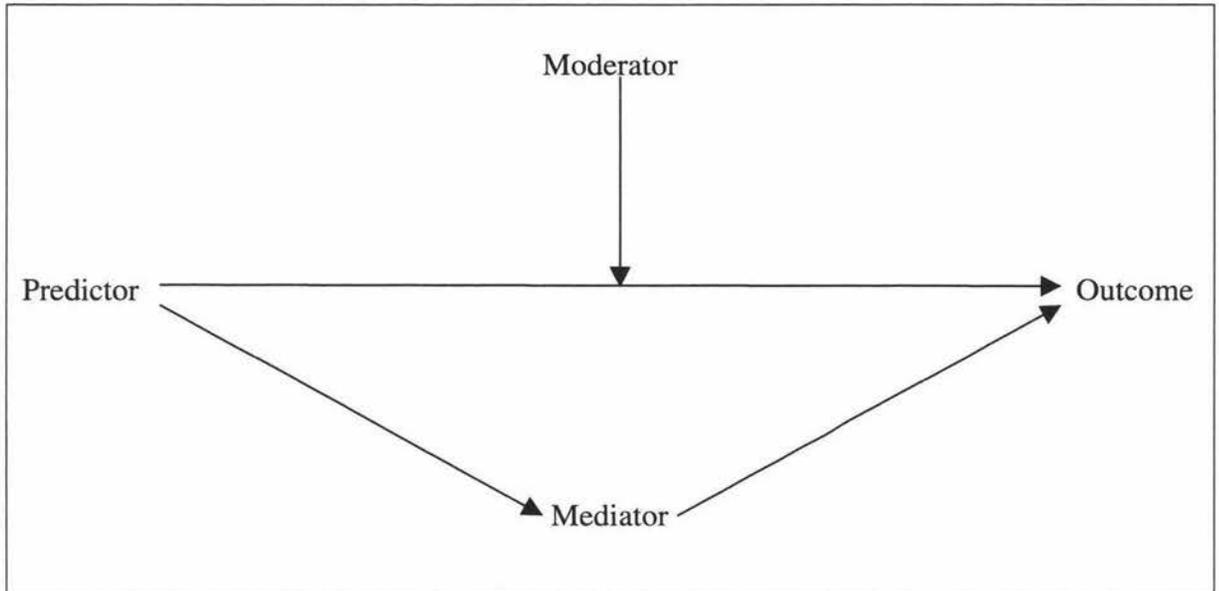
conflict and positive outcomes.

### **1.8.1 Model development**

Through the course of this project two models will be tested, the respective models are found in Appendix A. The relationships in both of these models will be tested and the relationship between organisational policy, supervisor support and the outcomes will be examined to determine if they are mediated or moderated.

The terms moderator and mediator are often associated with inconsistent definitions and usage, this documented lack of conceptual clarity (Holmbeck, 1997; Baron & Kenny, 1986), prompts a description of the respective definitions and the distinction. A moderator effect is an interaction effect. Figure 1 of Appendix A demonstrates the proposed moderated model. A moderator is a variable that affects the relationship between the two variables, it impacts on the magnitude and the level of the relationship (Holmbeck, 1997). This is graphically depicted in Figure 1. In contrast, a mediator specifies how an effect

occurs. This is also demonstrated in Figure 1, where it can be seen that the predictor or the independent variable causes the mediator which then causes the outcome (Holmbeck, 1997). Figure 2 of Appendix A demonstrates the proposed mediational model.



**Figure 1.** Model distinguishing between Mediated and Moderated Effects.

Through the testing of the two models found in Appendix A, these are the aims to be fulfilled:

- To examine whether work/family conflict, family/work conflict, satisfaction with child care and social support mediates and/or moderate the relationship between the ‘family friendliness’ of the organisation and the employee’s work related outcomes.
- To attempt to begin to develop and test a measure to obtain a family friendliness score for an organisation.

- To examine work/family conflict and family/work conflict independently using a validated measure.
- To examine these relationships with respect to both male and females.
- To look at the actual instrumental support received, opposed to perceived amounts of support and emotional support available.
- To assess and test the proposed models.

The importance of this study is found in the increasing needs and levels of conflict of parents, as more families become dual-earner families. This study will examine how organisation's efforts to assist the work/family integration are working in the New Zealand environment.

### **1.8.2 Hypotheses**

There are several hypotheses that will be tested through the examination of this model.

*Hypothesis One:* Work/family conflict and family/work conflict will each be associated with unique antecedents and outcomes.

*Hypothesis Two:* Work/family conflict and family work conflict will have an positive reciprocal relationship, but will be independent constructs.

*Hypothesis Three:* The occupation of both work and family roles will result in levels of work/family conflict, family/work conflict and positive outcomes. That is there will be evidence of both the scarcity and the enhancement hypothesis found.

*Hypothesis Four:* There will be a positive correlation found between the presence of family friendly policies, supervisor support and the levels of both work/family conflict, family/work conflict and the level of positive outcomes.

*Hypothesis Five:* The indirect relationships depicted in the proposed model found in Figure 1 of Appendix A will be present.

*Hypothesis Six:* The indirect relationships depicted in the proposed model found in Figure 2 of Appendix A will be present.

## CHAPTER TWO METHODOLOGY

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Data was collected through a 91-item questionnaire. The items found in the questionnaire were gathered from previous research in the work-family area.

### 2.1 Sample

The sample consisted of one hundred and twenty one cases, the participants came from nine organisations from a variety of sectors including the government, finance and research, therefore organisations from both the public and private sector were included in the sample. The organisations ranged in size from very small firms (under twenty employees) to large firms (over five thousand employees throughout New Zealand). All nine of the organisations belonged to the work and family network, which is a forum, organised by the Equal Employment Opportunities Trust of New Zealand, to assist employers who are interested in family friendly policies. Organisations belonging to the network were contacted, as it was believed that they would be interested in participating in the study and would be more likely to have family friendly policies present in their organisation. The employees who participated in the study were based in different areas of the country including Auckland, the greater Manawatu region, Twizel and Wellington.

Four hundred and thirteen questionnaires were sent out, one hundred and ninety nine were returned which gives a response rate of forty eight percent, however seventy eight had to be discarded as they did not meet the selection criteria, which gave a final response rate of twenty nine percent. The selection criteria was that the respondent have a child under the age of eighteen years living at home, therefore the questionnaire was not applicable to the workforce as a whole. As the majority of organisations had no means of identifying and targeting those employees with children, the response rate was expected to be low. When the distribution of the questionnaire was targeted to those employees with children under eighteen years of age living at home a much more favourable response rate of forty two percent was achieved. It is difficult to accurately gauge the correct response rate for two reasons; the questionnaires were distributed by the organisation therefore it is unknown

exactly how many questionnaires were actually distributed, it is also impossible to know how many of those distributed were given to employees with no children.

## 2.2 Sample Description

There were one hundred and twenty one cases in the sample. Gender and marital status information for the sample is presented in Table 1. As can be seen there was an equal distribution of men and women. The majority of the sample were married, with the remainder being divorced (11.6%), single (2.5%) or widowed (0.8%).

**Table 1: Gender and Marital Status of Participants**

	Frequency	% of total
<u>Gender</u>		
Male	61	50.4
Female	60	49.6
<u>Marital Status</u>		
Married	103	85.1
Divorced	14	11.6
Single	3	2.5
Widowed	1	0.8

The range of ages within the sample was from twenty four to sixty two years, with the average age being just over thirty-nine years. As can be seen from Table 2, the majority of the sample population was European, with Maori representing 11.6%. Seventy percent of the sample had received a qualification outside of school, and as can be seen from Table 2, 47% of the sample had received an education at university including both undergraduate and postgraduate study.

**Table 2 Ethnicity and Qualification Status and the Number of Children within the Sample**

	Frequency	% of Total
<u>Ethnicity</u>		
European	96	79.3
Maori	14	11.6
Pacific Islander	1	0.8
Other	10	8.3
<u>Qualifications</u>		
No School Qualification	7	5.8
Received any Qualification Outside of School (including university qualifications)	85	70.2
Any Education at University	57	47.1
Postgraduate Qualification	29	24.0
<u>Number of Children under 18 years in Household</u>		
1	32	26.4
2	43	35.5
3	29	24.0
4	13	10.7
5	1	0.8
6	3	2.5

According to the New Zealand Census, 18% of families are sole-parent (Statistics NZ, 1996), which is 3% higher than that of the sample (15%). The medium number of children living at home was two. As can be seen from Table 2, 36% of the sample have two children at home, which is reflective of the population at large, with most common number of

children being 2 (37.7%) in the 1996 Census (Statistics NZ, 1996). Over half the sample (54.5%) had at least one child under the age of five years.

Seventy five percent of the sample received an income over \$40,000, the 1996 Census found that the median income for the family unit in New Zealand was \$39,200 (Statistics NZ, 1996). The average number of years the sample had worked at their current organisation was seven and a half. Eighty three percent of the sample population worked over 30 hours a week. Two percent (1.7%) of the males in this study worked under thirty hours a week, compared to 34% of females in the sample.

Of those living with a spouse or partner, 81% of their spouses worked, with 29 hours being the average worked per week by the spouse. This is lower than the average for both sexes in the population, with females working 36 hours a week, and males 39 hours a week on average (Statistics NZ, 1996).

### **2.3 Procedure/Research design**

Once the questionnaire had been compiled, a covering letter (example can be found in Appendix B) along with the questionnaire was sent to eighteen organisations requesting their participation in the study. The eighteen organisations were approached as they were identified as belonging to the work and family network, nine of these organisations agreed to participate. Once acceptance had been received, the required number of questionnaires was sent to the organisation, along with envelopes for the return of the questionnaire.

Due to privacy laws the names and addresses of the employees could not be revealed to the researcher therefore the questionnaires were provided to the organisation, which took the responsibility to distribute them to their employees. The questionnaire was distributed by the respective organisations, by a variety of methods, which included being sent with the employee's pay packet, and being distributed to parents at the organisation's child care centre. A cover letter was included by some of the organisations, giving their support, describing how the research was applicable to their organisation and encouraging participation. The questionnaires were sent directly back to the researcher by mail or

collected in the provided envelope by a central person at the organisation, and then forwarded by mail to the researcher. The cases were included in the analysis if they meet the selection criteria.

A page was attached at the back of the questionnaire for the respondent to complete if they wished to be sent a summary of results. Upon arrival the questionnaire was separated from the summary of results request form. Once the results were compiled the summary was sent out to those who had requested the results. The results were at all times kept confidential, and could not be traced back to the individual respondent. The purpose of the study, along with the participant's rights was attached to the front of the questionnaire before distribution, these two front pages containing the rights and instructions can be found in Appendix C.

## **2.4 Measures**

The questionnaire is a nineteen-page document. Instructions, the participant's rights, and assurances of confidentiality are detailed on the first two pages. A form for the respondent to request a summary of the results is found on the last page. A full copy of the questionnaire is presented in Appendix C.

The questionnaire comprises of twelve separate sections. The respondents were asked at the beginning of the sections to circle the number that represented the answer that was best for them. What follows is a description of each section including example items.

### **2.4.1 Background information**

Within this section, demographic information was collected including gender, age, marital status, information on number and ages of children, ethnicity, income, information on spouse's work status, the number of hours the spouse works, the length of their current employment, and the level of qualifications they possess. The full items can be found in Appendix C.

### **2.4.2 Family friendly policies and practices within the organisation**

“Family friendly” policies and practices, which existed within the individual’s organisation, were covered in the second section. A family friendly policy or practice is designed to assist the employee combine their work and family lives, for example on-site child care. There were seventeen items in this section, which were derived from seven sources. The majority of items had a response scale of 1 to 2, 1 represented the policy being present, and 2 represented the absence of the policy. These items were recoded before analysis was conducted so that 0, represented the lack of a policy and 1, represented the presence of the policy. The other items were dichotomized to meet this format, details of this can be found in Appendix D.

Twelve items looked at specific examples of family friendly practices, for example “Do you have child care available at your workplace?”, “Do you use job sharing?” and “Do you use flexible working hours?” This approach has been used in several other studies (Frone & Yardley, 1996; Greenberger et al, 1989; Schmidt & Scott, 1987; Thomas & Gangster, 1996) to assess organisation policy relating to family friendly initiatives. These previous studies utilized lists of helpful practices that may be available in an organisation and how useful they were in reducing work/family conflict.

Two items looked at the attitude that management has towards the integration of work and family, in terms of their sensitivity to family responsibilities and problems and how supportive and flexible they were in an emergency, for example an employee’s child rings up sick and needs collected from school. Both items originated from topic areas raised in a seminar’s proceedings on combining employment and family (McDonald, 1993).

One item looked at flexibility and is adapted from the measure used by Hammer et al (1997). The item refers to the amount of flexibility present in the individual’s schedule to cope with their responsibilities. Hammer et al (1997) measured perceived workplace flexibility, which they operationally defined, as the degree of flexibility one perceives in his/her work schedule to handle family/personal responsibilities.

Item 16 comes from Bretz, Boudreau and Judge (1994) and asks whether the organisation stresses the importance of family, leisure and health. This item was part of a four-item scale, the other items were not included as they were assessing individual policies, opposed

to the global assessment of the organisation's attitude for example "My organisation provides opportunities for managers to take part-time or temporary assignments". The entire scale had a Kuder-Richardson reliability of 0.75.

Item 17, is a summary, global measure of the overall family friendly nature of the organisation, such as that included in Schmidt & Scott (1987). It asks the respondent to either agree or disagree with the statement "My organisation is supportive and helpful in assisting me to achieve a balance between my work and family responsibilities."

Several sub-totals and total scores were computed among the items related to family friendly policies and practices. Sub-totals were based on the types of policies offered there were four sub-totals created; leave total, sensitive policy total, child care total and flexible policy total. Leave total comprised of items 1a, which examined paid parental leave and item 2, which examined sick leave. Twenty five percent of the sample was unsure of their answer to item 1a while 93% of the sample responded positively to item 2, therefore the scale had low variability. The scale also experienced low reliability and was therefore discarded from further analysis. The four items of 11,12,13 and 15 were added together to arrive at the individual's sensitive policy total. The items that were added together assessed to what degree their workplace policies were considerate of their family demands for example "Are your training courses held at family friendly times?". Again a lack of variability in the sample's responses was a reason for the scale's omission from the multivariate analysis. The bivariate correlations between sensitive policy total and the other variables in the model are reported in Appendix F. Child care total was calculated from the four items 7,8,9 and 10, these items assessed how the employer helped their employee with their child care problems, for example "Does your employer provide you with financial assistance for child care?" This total was assessed at the bivariate level however was not included in any of the multivariate analysis. Flexible policy total was made up items 6 and 14, which both assessed the degree of flexibility in the respondent's job. The scale had very low reliability and was not included in any analysis. None of the sub-totals were included in the multivariate analysis, instead a total summary organisation policy was included.

Many different methods of calculating a total score were examined to assess the organisation's family friendly nature. Originally all of the items within section B were

added together, however it was decided that this total could be improved upon as it was difficult to interpret. Another attempt at combining all of the items in section B, resulted in the scale organisation policies available, all of the items with the exception of the last two summary items were added together. This scale was an improvement as it was interpretable. The score represented the number of organisation policies available, however it did not fully assess how the individual felt about the organisation. Two organisation policy summary items were calculated. The first simply added the last two items in section B, the scale had low reliability and variability. When the last five items were added together, the reliability and variability improved, the scale was also easy to interpret and the score was meaningful. Therefore this summary item is the variable which was used throughout the analysis and is referred to as the organisation policy total. The lowest possible answer was zero, with the maximum equaling five.

### **2.4.3 Work-family balance**

This section, looked at the degree of balance individuals have between their work and family lives. The ten items are from Netemeyer et al (1996), who measured both work-family conflict (conflict arising from the demands of work interfering with the demands of family) and family-work conflict (conflict arising from the demands of family life interfering with the demands of work). Five items look at work-family conflict, and five items assess family-work conflict. Examples of some items measuring work-family conflict are "The amount of time my job takes up makes it difficult to fulfil family responsibilities." and "My job produces strain that makes it difficult to fulfil family duties." Sample items measuring family-work conflict are "My home life interferes with my responsibilities at work" and "I have to put off doing things at work because of demands on my time at home". All items in this section had a response scale ranging from 1, "Strongly disagree" to 5, "Strongly agree".

Adding the responses from items 1-5 derived the score for work/family conflict, and adding the responses from items 6-10 derived the score for family/work conflict. The higher the score the more conflict was present for both spheres.

There is much support for the conceptualisation of work and family conflict as having a bidirectional nature (Frone et al, 1992; Gutek et al, 1991; Greenhaus & Beutall, 1985) Netemeyer et al (1996) reported that the two scales demonstrated adequate levels of internal consistency, dimensionality, and discriminant validity across three different samples. They also report an average coefficient alpha of .88 for the work/family conflict scale and 0.86 for the family/work conflict scale.

#### **2.4.4 Satisfaction with child care**

This was based on the measure used by Ezra & Deckman (1996). This single item assessed the individual's satisfaction with their child care, by asking how satisfied they feel with their child care arrangements. The 7-point scale ranged from "terrible" to "delighted". The utility of this 7-point rating scale has been demonstrated elsewhere (eg. Andrews & Withey, 1976).

#### **2.4.5 Positive outcomes of managing both work and family**

These seven items assessed some of the positive gains and outcomes that may come from multiple roles (Marshall & Barnett, 1993). The respondents were asked to indicate on a 4-point scale with 1= not true and 4= true, the answer that was best for them for each item. Each item completed the sentence "Having both work and family responsibilities..." The total score was calculated by adding the individual scores for each of the seven items. The higher the score, the more positive the individual felt about the outcomes of combining their work and family lives. Examples of the items include "Having both work and family responsibilities makes me a more well-rounded person" and "Having both work and family responsibilities means I manage my time better". Marshall & Barnett (1993) reported Cronbach's alpha for the overall scale as 0.85 for men and 0.86 for women.

### **2.4.6 Supervisor support**

The 9 items in this section which were derived from the work of Thomas & Ganster (1995) and Shinn et al (1989) assessed how supportive the individual considered their supervisor to be with regard to the integration of their work and family lives. The scale asked the respondent to indicate how often their supervisor has engaged in a specific behaviour in the past two months, for example “Listened to your problems”, “Shared ideas or advice” and “Been understanding or sympathetic”. The rating scale was a 5 point scale ranging from “never” to “very often”, with the option of “unnecessary” also being available in items 1 and 4. Shinn (1989) reported internal consistency reliabilities ranging from 0.83 to 0.84 for their social support scales, which included the supervisor support scale. Thomas & Ganster (1995) reported a coefficient alpha of .83 for this scale. The total score was calculated by summing the individual responses. The higher the score the more supportive the supervisor.

### **2.4.7 Organisational commitment**

The 15 items assessing organisational commitment came from Mowday et al (1979). Examples of the items are “I talk about this organisation to my friends as a great organisation to work for” and “I feel very little loyalty to this organisation”. There was a five-point scale ranging from “strongly disagree” to “strongly agree”. Summing the responses from all 15 items derived the total score. The intention during the development of this scale was to include items that appeared to tap into three aspects of organisational commitment. The authors of the scale describe these aspects of organisational commitment as; a strong belief in and acceptance of the organisation’s goals and values; a willingness to exert considerable effort on behalf of the organisation; and a strong desire to maintain membership in the organisation (Mowday, et al, 1979). Price & Meuller (1986, cited in Jennings, 1994) reported an internal consistency coefficient of .89. Morrow & McElroy (1986) conducted a factor analysis, which looked at a large number of work commitment items, it resulted in the conclusion that this measure was relatively independent from other measures of work commitment for example job involvement.

### **2.4.8 Organisational membership questions covering tenure and recruitment**

This section contained 4 items, which came from three sources. The four items assessed the membership behaviours of retention, recruitment and turnover intentions.

The first item assessed to what extent the organisation's policies regarding work and family influenced their decision to remain their employee. It was adapted from an item cited in Kossek & Nichol (1992), the item is from Marquart's dissertation (1988, cited in Kossek & Nichol, 1992), and had a response scale ranging from 1, "not at all" to 5, "absolutely". An additional item originating in Marquart's dissertation (1988, cited in Kossek & Nichol, 1992) looked at recruitment. It assessed whether the respondent would recommend employment at the organisation based on their organisation's efforts to integrate work and family. The individual's membership behaviour score was calculated by totalling these two items, the higher the score the higher the individual feels their decision to be part of the organisation is influenced through the presence of the family friendly initiatives.

An item that assessed how long a typical employee, could be expected to stay on a job similar to theirs, was also present. The scale ranged from 1 to 5, with the anchors representing the time periods. An item assessing turnover intentions (Grover & Crooker 1995, Kemery et al 1987) asked the respondent to indicate how likely it was that they will try hard to find a job at another organisation within the next 12 months. The item had a five-point response scale ranging from 1, "very unlikely" to 5, "very likely". Turnover intentions were assessed in place of actual turnover. There is evidence that one's intentions to quit and eventual turnover are typically correlated at a weighted average of .5, which gives power to the suggestion that turnover intentions are indeed predictive of actual attrition (Steel & Ovalle, 1984). It is more useful to study turnover intentions opposed to actual turnover as once the individual has quit, they are lost to the organisation (Dalessio, Silverman & Schuck, 1986). These two items were not totalled.

### **2.4.9 Absenteeism**

Absenteeism was assessed with two items. The first item simply asked for the individual to attempt to remember how many days they were absent in the past two months. Due to the

lack of variability this item was dichotomized, with 1, representing no days absent in the past two months and 2, representing at least one day absent in the past two months. The second item asked what percentage of these absent days, were due to child care responsibilities. These two items were not totaled.

#### **2.4.10 General health**

General health was measured by a single item. The respondents were asked to rate their health relative to other people in their age bracket. There was a 5-point response scale ranging from 1, "poor" to 5 "excellent". Both Frone et al (1997) and Marshall & Barnett (1992) assessed health with a single item. There is evidence indicating that single item measures of health have proved to be relatively strong predictors of mortality, hospitalisation and physician's assessments of overall health (Bird & Fremont 1991; Verbrugge 1989, cited in Frone, Russell & Cooper, 1997). Bird & Vermont (1991) are even stronger with their support for a single self-report general item to assess health, stating that it may be more reliable than physician's ratings. Mossey & Shapiro (1982) found in a study that self-rated health is a stronger predictor of mortality, than are physician's assessments. They concluded that the way a person views their health is related to subsequent health outcomes.

#### **2.4.11 Social support**

This consisted of eleven items that assessed the level of social support, the individual received from their partner, family and friends.

The first three items came from Suchett & Barling (1986) and assessed the level of partner support. An example of an item is "To what extent does your partner help you with the housework?" All the items in this section have a 5-point scale. The anchors for all the items vary, for example "very negative", "to no extent" representing 1, and "all the time" and "strongly agree" representing 5. "Not applicable" is also an option in some cases. The anchors for these items can be found in Appendix C. Reliability for the partner support scale from Suchett & Barling (1996) was reported and was satisfactory, with an alpha of

0.78. The fourth item in this scale was not included because it assessed emotional support, and this study's focus was instrumental support. Validity was also indicated with significant correlations found between spouse support and other constructs such as marital adjustment ( $r = .70$ ) non verbal communication, (.46), and verbal communication (.65) (Suchett & Barling, 1986).

Items 4, 10 and 11 came from Marshall & Barnett (1992). In their study, the respondent was asked about helpful behaviours that they may or may not receive from different groups including their spouse and their family and friends. The spouse scale had a Cronbach alpha of 0.86, and the family and friends scale had a Cronbach alpha of 0.84. The scales were adapted from House & Wells (1978) and Caplan, Cobb, French, Van Harrison and Pinneau (1975), all of which are cited in Marshall & Barnett (1992).

The fifth item is from Kossek & Nichol (1992); it measures the degree the employee can rely on a family member or friend to care for their sick child. Four items (6 to 9) are selected from King et al (1995) who developed a 44-item measure of family support. The items assess the level of instrumental support available from family members. An example item is "Someone in my family helps me out by running errands when necessary". The questionnaire is said to be able to be viewed as a pool of items that have demonstrated internal consistency within each of its constituent dimensions and that item subsets may be selected according to the researcher's needs (King et al, 1995).

All of the items in this section are totalled to calculate a general social support score, which includes spouse support, and support from family and friends.

#### **2.4.12 Job satisfaction**

Job satisfaction was measured here by three items, for example "All in all, I am satisfied with my job". The 7-point response scale has anchors ranging from "strongly disagree" to "strongly agree". Respondents were asked to circle the response that applied to them. The responses to these items were totalled to obtain a total job satisfaction score for each individual. These items are derived from Cammann, Fichman, Jenkins & Klesh, (1979, cited in Cook, Hepworth, Wall & Warr, 1981) and Lawler, Mirvis, & Cammann (1983, cited in Cook et al, 1981). The scale was designed to assess respondents overall affective

responses to their jobs. Cook et al (1981) report the coefficient alpha for the scale as 0.77. Satisfactory correlations were found with measures of job involvement (0.35) and turnover intentions (-0.58). An average inter-correlation between the three scale items of 0.50 was reported (Moch, 1980a, cited in Cook et al, 1981).

## 2.5 Data Preparation

Statistical analysis of the relationships among the data and the variables was undertaken through the SPSS 9.0.1 for windows statistical package. Several of the items were recoded within each of the scales, before the totals were computed, details of this can be found in Appendix D.

Prior to data analysis, the variables were screened to ensure they met with the assumptions associated with statistical analysis. The data was screened for normality. The skewness and kurtosis of all variables was assessed. If the level of skewness and kurtosis was deemed significant the variable was transformed. Conventional but conservative alpha levels (eg.  $p < 0.001$ ) were used to evaluate the significance of the variable's skewness and kurtosis levels. Where the assumptions of normality were not met the variables underwent transformation; details of the transformations that took place can be found in Appendix E.

There were no univariate outliers found ( $p < 0.001$ ), however through examining Mahalanobis distance statistics, there were four multivariate outliers identified at  $p < 0.001$  with respect to the moderation analysis and one multivariate outlier identified with the mediation analysis. These cases were deleted from the analysis.

When examining missing cases, a considerable number of missing responses was discovered, it was decided that deleting cases was undesirable so therefore to maximise the number of cases available for analysis, missing data was replaced via mean substitution.

The relationships between all of the variables were assessed via correlations.

Multiple regression analysis (Tabachnick & Fidell, 1989) was undertaken to examine the relationships between the variables in the models, and to test for the presence of both mediators and moderators.

## **CHAPTER THREE**

### **RESULTS**

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There are two subsections within Chapter Three, descriptive statistics and inferential statistics. Within descriptive statistics, the variables are discussed in terms of the means, standard deviations, the scale range and the alpha for each scale. A descriptive report of the responses for each of the sections follows, along with the correlations between the variables in the models. The second section inferential statistics follows. Within this section the model is tested with the results examining the potential mediation and moderation effects.

There were 121 cases available for analysis. Prior to any analysis the data was screened for accuracy of input with the minimum and maximum scores being checked.

### **3.1 Descriptive Statistics**

Table 3 reports the means, standard deviations and the scale range, for each of the variables examined in the model, what follows is a brief description of each of these variables.

Job satisfaction is a three-item scale, 3 representing the lowest end of the scale, which indicates the lowest possible job satisfaction score. Work-family conflict is a five-item scale, five is the lowest score possible and represents low work-family conflict. Family/work conflict is also a five-item scale, with five representing no family/work conflict present. Positive outcomes consists of a seven-item scale. This scale assesses the positive outcomes that result from the combination of work and family lives. A low score demonstrates a belief that there is a low level of positive outcomes as a result of multiple roles. Organisational commitment is a fifteen-item scale. A low score represents a low level of commitment to the organisation. Membership total is a two-item scale and assesses how the organisation's policies which are designed to assist with the combination of work and family, influence the employee's decision to remain their employee and join the organisation. A low score on this scale shows that the organisation's policies have had a low impact in influencing the employee's decision to stay and become a member of the organisation.

**Table 3 Means, Standard Deviations and Scale Ranges for the Variables in Analysis.**

Scales/Variables	N	Mean	S.D.	Reliability	Scale Range
Job Satisfaction	120	17.28	3.52	0.89	3-21
Work/Family Conflict	114	15.02	5.03	0.92	5-25
Family/Work Conflict	111	11.18	4.78	0.90	5-25
Positive Outcomes	120	23.07	4.28	0.87	10-28
Organisational Commitment	114	50.53	9.54	0.86	26-69
Membership Total	119	6.99	1.99	0.66	3-10
Organisation Policy	110	4.13	1.18	0.68	0-5
Supervisor Support	78	26.44	5.73	0.80	15-38
Social Support	98	42.85	8.14	0.90	20-55
Turnover Intentions	118	1.66	0.79	N/A	1-4
Health	121	4.10	0.87	N/A	2-5
Satisfaction with Child Care	109	5.54	1.34	N/A	1-7
Absenteeism	121	1.49	0.50	N/A	1-2
Try to find another job	119	2.02	1.31	N/A	1-5

Organisation policy is a five-item scale which assesses how helpful and supportive the organisation is with respect to the combination of the employee's work and family lives. A low score of zero implies that the respondent does not feel that any aspect of the organisation for example work arrangements are helpful to them with the combination of their work and family lives. As can be seen in Table 3, there are only 78 complete scores for the scale supervisor support. A low score on this scale represents the feeling that the supervisor does not demonstrate supportive behaviours, Social support is an eleven-item scale, with a large score representing a high level of social support available. Turnover intentions is a single item. A low score represents the employee believing that it is likely that a person would be in their job for a long period of time. Health is also a single item. A low score of 1 represents the belief that their health is poor relative to other people. Satisfaction with child care is also a single item, with a low score representing feeling terrible about their child care. Absenteeism is a dichotomous single variable, where one, is representative of the respondent having no days off during the past two months, and 2 representing having at least one day off during the past two months. A response of 1 on the

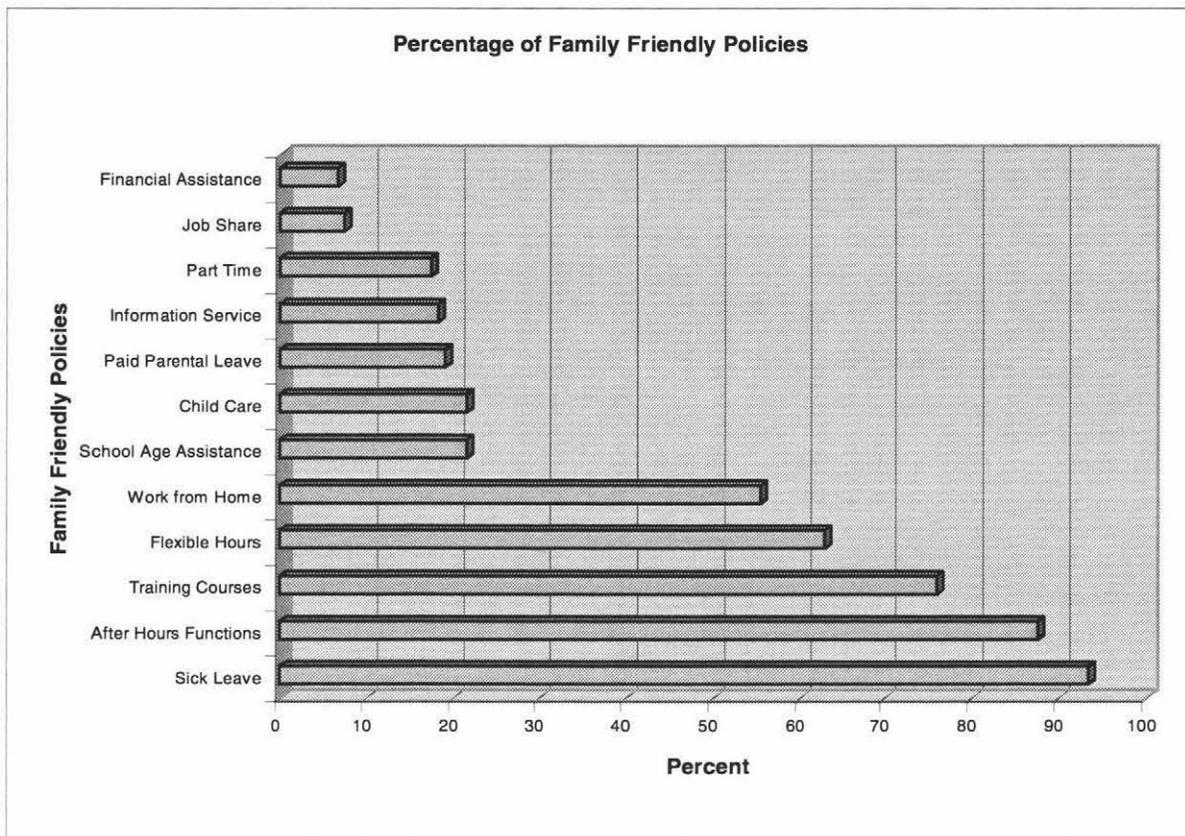
item “Try to find another job” represents the respondent's belief that it is very unlikely that they will try to find another job, within the next twelve months.

As can be seen from Table 3, all of the scales except for ‘membership total’ and organisation policy reached the “rule of thumb” desirable level of 0.70 (Nunnally, 1978). The reliability levels of membership (0.66) and organisation policy summary (0.68) do not present a large concern. Membership total is only a two-item scale, and organisation policy summary scale is only made up of 5 items. The small number of items contributing to both of these scales may be a reason for these low alpha levels. The remainder of the scales have acceptable reliability. The variables with “not applicable” (N/A) in the reliability column were single item scales.

### **Family friendly scale**

Nineteen percent of the sample indicated that they had paid parental leave available to them. Fifty five percent did not have this benefit while 25 percent responded that they were unsure if they had such a benefit available to them. Of those that did have paid parental leave available to them, seven had leave of one month, two had leave of one year, while the remainder had periods of two months, three months or six months. As can be seen from Figure 2, the most common assistance available to employees from their organisations was sick leave with 95 percent of the sample stating that they were able to use sick leave entitlement to care for their sick dependants.

Fifty five percent of the sample were able to work from home during work hours if they wished, while 8 percent had job share available to them. Eighteen percent reported that their position was part time working less than thirty hours per week. Sixty three percent reported that they used flexible working hours some of the time or all of the time. Eighty eight percent reported that they were not at all or only occasionally expected to attend after-hour functions, with 13 percent being expected to often attend after-hour functions. Seventy six percent stated that their training courses were held at family friendly times all the time or some of the time, with only 12 percent stating that their training was never held at times convenient to family life. Figure 2 graphically depicts what policies were available to the sample and their prevalence.



**Figure 2** Percentage of Family Friendly Policies Available to the Sample

There were four items, examining policies related to child care issues. Just over 20 percent indicated that they had child care available to them in their workplace, while 7 percent received financial assistance with their child care. Eighteen percent of the sample had used family related information services which was provided by their employer.

Five summary items were included at the end of this section. Ninety five percent agreed that their workplace arrangements were helpful in dealing with a family emergency. Sixty five percent agreed that their organisation stresses the importance of family, leisure and health, and sixty two percent agreed that their organisation is supportive and helpful in assisting them to achieve a balance between their work and family responsibilities.

### **Satisfaction with child care**

A single item asked how the respondent felt about their child care overall. Twenty five percent were delighted with their arrangements. Seventy two percent were at least satisfied, pleased or delighted. Only 6 percent felt terrible, unhappy or mostly dissatisfied with their arrangements. This is not a surprising distribution given the nature of the subject in question.

### **Membership**

Twenty five percent of the sample stated that they would absolutely recommend employment at their organisation based on how the organisation assists with the balance between work and family responsibilities. Twenty two percent believed that the organisation's efforts to assist in the balance of work and family influenced their decision to remain their employee to a large extent. Only 9 percent of the sample felt that the organisation's policies had no influence on their decision to be employed at their organisation. Fifty percent stated that it was very unlikely that they would try hard to find another job within the next twelve months, only 9 percent thought it was very likely they would.

When asked how long they thought a typical employee might be expected to stay in their current job, 50 percent thought more than five years, 32 percent responded three-five years and only 14 percent believed an employee would only be expected to stay in the job one-three years.

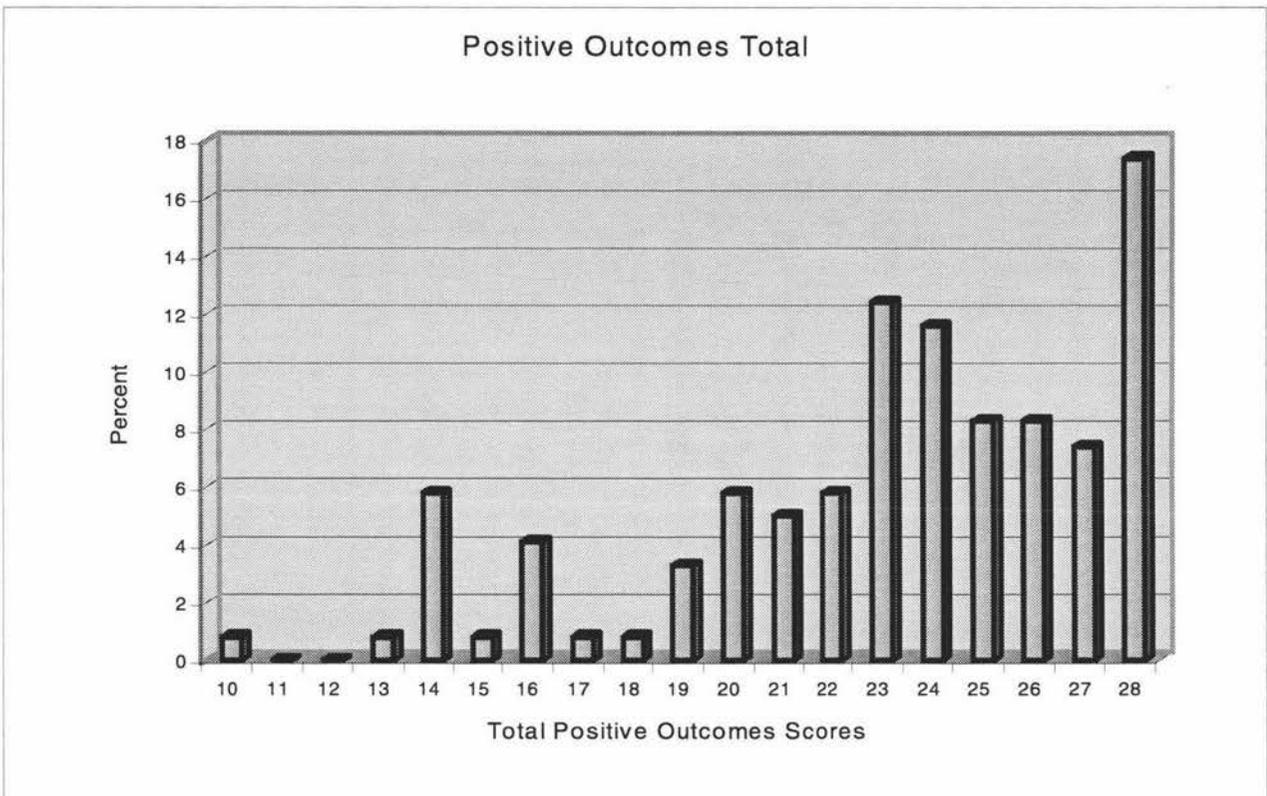
### **Absenteeism**

Fifty one percent of the sample did not recall having any absent days in the last two months, excluding holiday leave. The mean absent number of days was just over one and a half days at 1.63. Eighteen percent of people reported that child care issues explained all of their absences.

## Health

Ninety nine percent of people rated themselves average or better in terms of their health compared to other people their age. Forty two percent rated their health as excellent, while sixty nine percent rated their health as above average.

## Positive outcomes

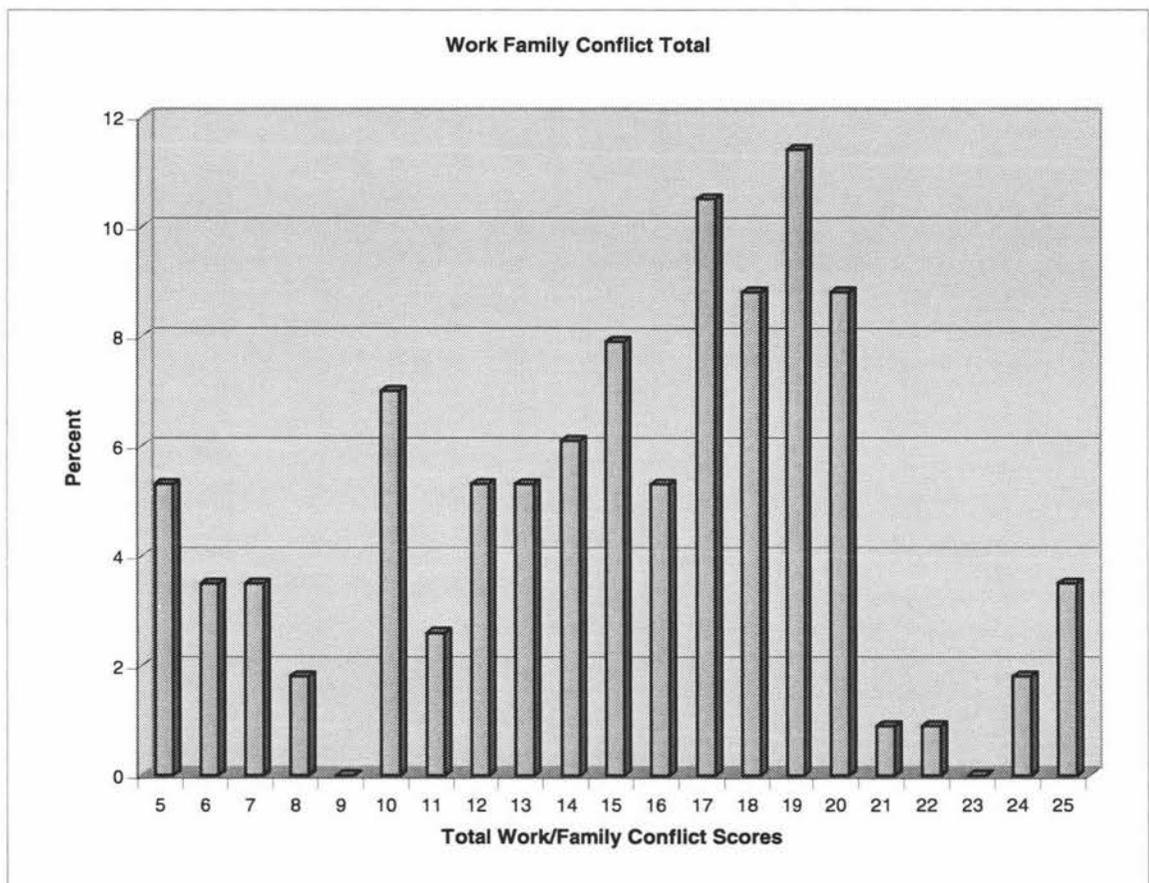


**Figure 3** Positive Outcomes

The majority of both men and women reported that combining work and family roles resulted in positive outcomes.

Positive outcomes was assessed via a seven item scale. The mean response total for that scale was 23.07. This translates to a mean response for each item of 3.3, which on a four point scale with four representing the most positive anchor, is a high indication that there is

indeed positive outcomes present. Twenty one respondents (18% of the sample) reported the maximum positive score of twenty four. Seventy seven percent of the sample had scores of 21 or over, which is equivalent to answering 3 to each of the items. Figure 3, demonstrates the range of responses and the percentage of respondents who reported that score on the positive outcome scale.

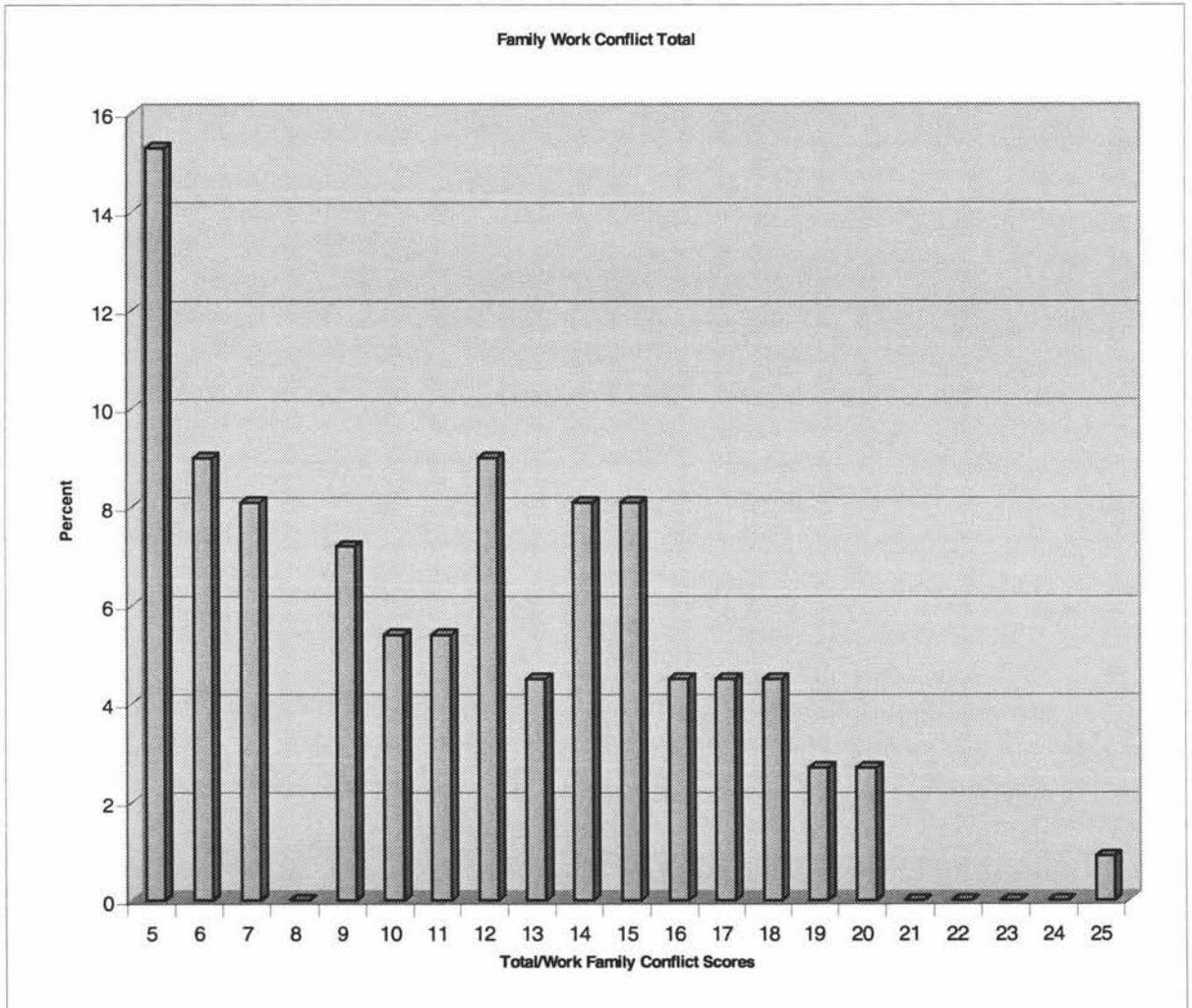


**Figure 4** Work/family Conflict Total.

### Conflict between work and family

Conflict was not an inevitable outcome of combining the roles of work and family. Five percent of the sample strongly disagreed with all five of the work/family conflict statements while 14 percent strongly disagreed with all five of the family/work conflict statements.

The mean for the work/family conflict scale was 15.02, which represents a mean individual response to each item of three, which is anchored to the response neutral. The mean value for the family/work conflict scale was 11.18, giving an average response of 2.2, which represents the respondent moderately disagreeing with the family/work conflict statements. Figures 4 and 5 graphically represent the range of scores and the sample percentage that received that score for work/family conflict and family/work conflict respectively.



**Figure 5** Family/work Conflict Total.

Now that the variables distributions have been examined, the next step is to examine the variables and their relationships at the bivariate level. This will be completed through the examination of correlations.

It was hypothesised that work/family conflict and family/work conflict would be associated with different antecedents and consequences, but would also be positively correlated. As can be seen in Table 4, there is a significant positive correlation between the two forms of conflict of 0.473 ( $p < 0.01$ ), but each form of conflict also demonstrates quite different relationships with the constructs in the study.

**Table 4 Differences in Significant Correlations between Work/family Conflict and Family/work Conflict.**

	Work/family conflict	Family/work conflict
Work/family conflict	1.000	<b>0.473**</b>
Number of pre-schoolers	-0.022	<b>0.203*</b>
Qualification	<b>0.186*</b>	0.137
Health	-0.153	<b>-0.302**</b>
Organisational commitment	<b>-0.277**</b>	<b>-0.198*</b>
Recruitment	<b>-0.418**</b>	<b>-0.192*</b>
Child care	0.020	<b>0.355**</b>
Job Satisfaction	<b>-0.237*</b>	<b>-0.253**</b>
Membership total	<b>-0.313**</b>	-0.125
Organisation policy	<b>-0.402**</b>	-0.148
Supervisor support	<b>-0.265*</b>	-0.008

\*  $p < 0.05$ , \*\*  $p < 0.01$

As reported in the above table, family/work conflict was significantly correlated with child care, health, and number of pre-schoolers, while work/family conflict was not found to have significant correlations with any of these constructs. Both forms of conflict were found to have significant correlations with recruitment, job satisfaction and organisational commitment.

Work/family conflict was significantly correlated with qualifications, job satisfaction, membership total, organisation policy and supervisor support, while family/work conflict did not have significant relationships with any of these constructs.

Tables which detail all the correlations between the variables in the models can be found in Appendix F.

As can be seen in Table 5, there was not a significant correlation found between positive outcomes and either form of conflict.

**Table 5 Correlations among Conflict Variables and Positive Outcomes.**

	Positive Outcomes
Work/family Conflict	-0.144
Family/work Conflict	-0.100

Significant correlations in the direction predicted were found between organisation policy and supervisor support, work/family conflict and positive outcomes, this is evident in Table 6.

At the bivariate level, there have been significant relationships found amongst the variables in the model. Table 6 details the correlations found between supervisor support, organisation policy and the potential moderators and mediators, while Table 8 shows the correlations between supervisor support, organisation policy and the outcomes in the model. Table 4 and Table 10 detail the correlations between the potential moderators and mediators and the outcomes in the model.

**Table 6 Correlations between Supervisor Support, Organisation Policy and Mediators/Moderators in the Model.**

	Organisation Policy	Supervisor Support
Work/family Conflict	<b>-0.402**</b>	<b>-0.265*</b>
Family/work Conflict	-0.148	-0.008
Positive Outcomes	<b>0.434**</b>	0.189
Satisfaction with Child Care	0.188	-0.100
Social Support	-0.036	0.042

\*  $p < 0.05$

\*\*  $p < 0.01$

As can be seen from Table 6 there was a significant correlation found between supervisor support and the possible mediator/moderator of work/family conflict. However none of the other mediators/moderators were found to have significant correlations with supervisor support at the bivariate level. Table 6 shows that both work/family conflict and positive outcomes had a significant bivariate correlation with the independent variable organisation policy. The other possible mediators/moderators failed to reach significance with organisation policy.

**Table 7 Correlations between the Independent Variables of Supervisor Support and Organisation Policy and the Measured Outcomes in the Model.**

	Organisation Policy	Supervisor Support
Job Satisfaction	<b>0.356**</b>	<b>0.416**</b>
Organisational Commitment	<b>0.451**</b>	<b>0.403**</b>
Membership Total	<b>0.477**</b>	<b>0.370**</b>
Absenteeism	-0.077	0.020
Turnover Intention	-0.051	<b>-0.296**</b>
Intention to Leave	<b>-0.210*</b>	<b>-0.245*</b>
Health	<b>0.192*</b>	0.032

As can be seen from Table 7 all of the dependent variables except absenteeism and health have a significant bivariate correlation with supervisor support. There are significant bivariate correlations between all of the dependent variables with organisation policy except for absenteeism and turnover intentions.

Work/family conflict was found to have significant bivariate correlations with the outcomes of job satisfaction, organisational commitment, membership total, and turnover intentions. There were three outcomes found to have a significant correlation with family/work conflict, those of health, job satisfaction and organisational commitment. These correlations can be found in Table 4.

As can be seen in Table 8 there were only two outcomes that satisfaction with child care has a significant correlation with those of health and organisational commitment.

**Table 8 Correlations between Satisfaction with Child Care, Social Support, Satisfaction with Child Care and the Measured Outcomes in the Model.**

Outcomes	Social Support	Positive Outcomes	Satisfaction with Child Care
Job Satisfaction	0.089	0.283**	0.058
Organisational Commitment	0.112	<b>0.327**</b>	<b>0.291**</b>
Membership Total	-0.021	0.356**	0.153
Absenteeism	-0.071	0.100	0.009
Turnover Intention	-0.107	0.030	0.020
Intention to Leave	0.129	-0.138	-0.002
Health	0.069	<b>0.337**</b>	<b>0.247**</b>

\*  $p < 0.05$ , \*\*  $p < 0.01$

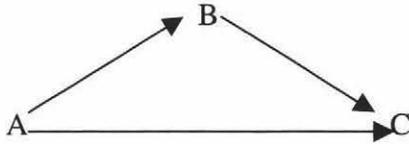
The models will be tested in the next section by examining the multivariate relationships present.

### 3.2 Inferential Statistics

Statistical analysis was conducted to examine whether family-work conflict, work-family conflict, positive outcomes from multiple roles, social support and satisfaction with child care act as moderators or mediators on the relationship between organisation policy and supervisor support and work outcomes and health. Hierarchical regression analysis was used to examine these relationships. The models to be tested are presented in Appendix A.

### 3.2.1 Testing for mediated relationships within the model

As described by Baron and Kenny (1986) three regression equations must be run and four conditions need to be met, before a mediational relationship can be identified.



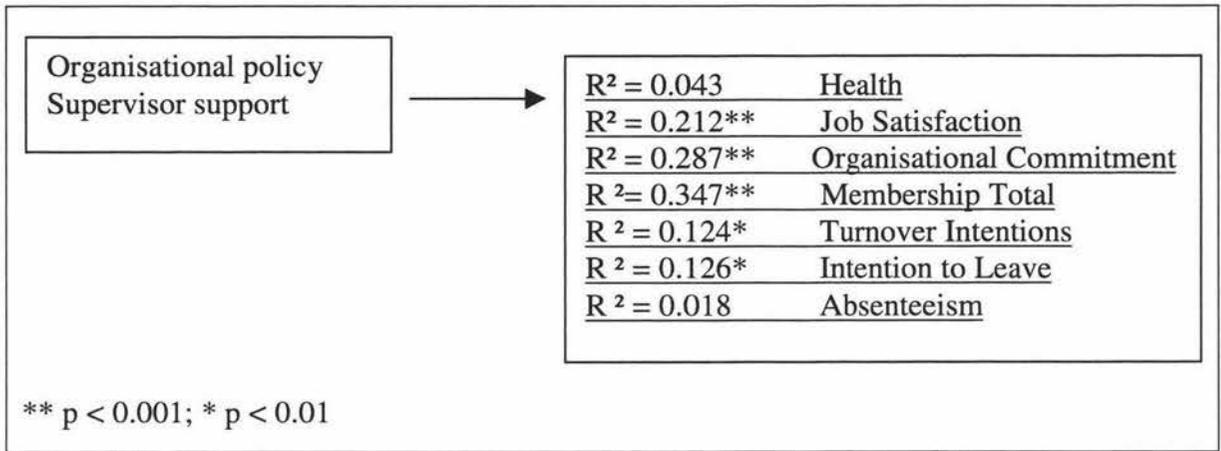
**Figure 6** Mediator model.

In Figure 6, A is the main effect, B is the mediator and C is the outcome. These are the four conditions that need to be met before a mediational relationship can be identified.

1. A needs to be significantly related to C. That is the independent variable must be significantly related to the outcome.
2. A must also be significantly related to B. That is the independent variable must be significantly related to the possible mediator.
3. B must be significantly related to C, that is the possible mediator must be significantly related to the outcome.
4. For the variable B to actually be a mediator then the relationship between A and C, needs to be less significant when B (the mediator) is controlled for.

The mediation analysis of the model presented in Appendix A will be discussed in the context of these four conditions.

The first condition to be satisfied requires that the independent variable is significantly related to the dependent variable, or the outcome. To test this, a regression analysis was run for each of the dependent variables. In step 1, the demographic variables of gender, qualifications, number of pre-schoolers and marital status were entered. In step 2, the main effects of organisation policy and supervisor support were entered. There was one multivariate outlier discovered, which was eliminated from further analysis, this resulted in 120 cases.



**Figure 7** Regression Results examining the Relationship between the Independent Variables and the Dependent Variables in the Model.

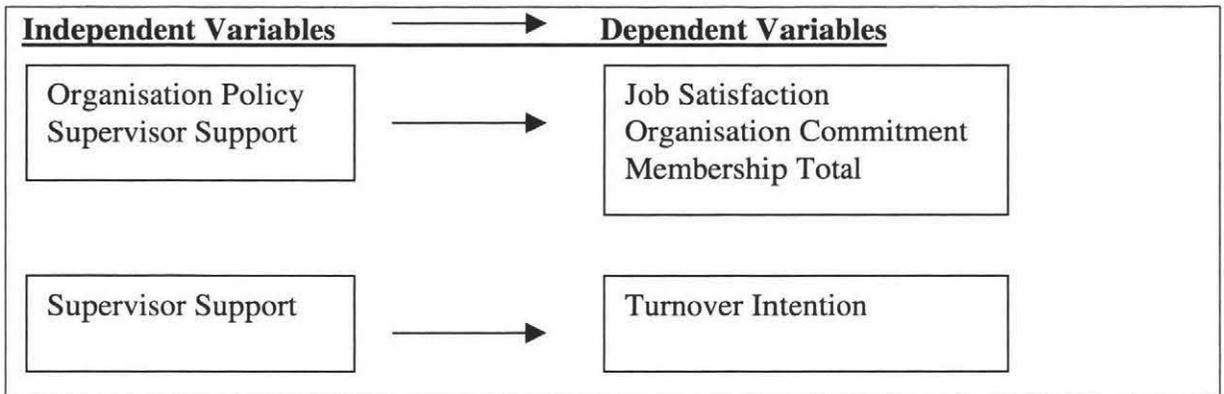
As can be seen from Figure 7, the overall regression was significant for all the dependent variables with the exceptions of health and absenteeism, therefore health and absenteeism will be eliminated from any further mediation analysis. Each of the significant regressions will be described, in terms of the significant main effects present, these are detailed in Table 9.

**Table 9** Significant Regression Statistics examining the Relationship between the Independent Variables and the Dependent Variables in the Model.

	Job Satisfaction	Organisational Commitment	Membership Total	Turnover Intentions	Intention to Leave
Organisational Policy	$\beta = 0.335^{**}$	$\beta = -0.146^{**}$	$\beta = -0.362^{**}$	-	-
Supervisor Support	$\beta = -0.326^{**}$	$\beta = -0.255^{**}$	$\beta = 0.248^{**}$	$\beta = -0.221^*$	-

As can be seen from Table 9, the main effects of supervisor support and organisational commitment are significant for the dependent variables of job satisfaction, organisational commitment and membership total. Supervisor support is a significant main effect for the

outcome “turnover intentions”, however organisational policy has a nonsignificant main effect. Both of the main effects are nonsignificant for the outcome “intention to leave”. Therefore the outcome “intention to leave”, will be eliminated from any further mediational analysis, and the main effect of organisational policy on “turnover intentions” will also be eliminated from further analysis. The A-C relationships as referred to in Baron & Kenny’s commentary on the previous page, to be included in future mediational analysis are illustrated in Figure 8.



**Figure 8** The significant A-C relationships (significant relationships between the independent variables and the dependent variables)

The second condition to be meet, is that the independent variable is significantly related to the mediator. To test this, a regression analysis was run for each of the five possible mediators. In step 1, the demographic variable of gender, qualifications, number of pre-schoolers and martial status were entered. In step 2, the main effects of organisation policy and supervisor support were entered. There was one multivariate outlier discovered, which was eliminated from further analysis, which resulted in 120 cases.

Organisation Policy	$R^2 = 0.227^{**}$	<u>Work/family Conflict</u>
Supervisor Support	$R^2 = 0.096$	<u>Family/work Conflict</u>
	$R^2 = 0.194^{**}$	<u>Satisfaction with Child Care</u>
	$R^2 = 0.234^{**}$	<u>Social Support</u>
	$R^2 = 0.146^*$	<u>Positive Outcomes</u>
** $p < 0.001$ ; * $p < 0.01$		

**Figure 9** Regression Statistics examining the Relationship between the Independent Variables and the Possible Mediators in the Model.

As can be seen from Figure 9, all of the A-B relationships (as defined by Baron & Kenny, 1986) are significant with the exception of family/work conflict which will be eliminated from any further mediational analysis.

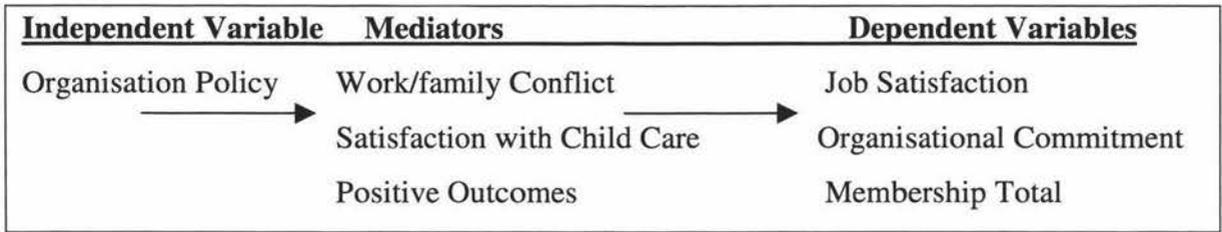
The main effects and their significance are presented in Table 10.

**Table 10** The Significant Main Effects between the Independent Variables and the Mediators in the Model.

	Work/family Conflict	Satisfaction with Child Care	Social Support	Positive Outcomes
Organisation Policy	$\beta = 0.389^{**}$	$\beta = -0.221^{**}$	-	$\beta = 0.192^*$
Supervisor Support	-	-	-	-

As can be seen from Table 10, there are no significant main effects associated with social support thus it will be eliminated from further mediational analysis. Supervisor support is also not associated with any significant main effects, thus it also will be eliminated from

any further mediational analysis. After the first two conditions are combined, the possible mediational relations are present in Figure 10.



**Figure 10 Possible Mediational relationships after first two conditions are fulfilled.**

The third condition to be met as described by Baron & Kenny (1986) is that B is significantly related to C that is the mediator is significantly related to the dependent variable. To test this, a regression analysis was run for each of the three dependent variables. In step 1, the demographic variables of gender, qualifications, number of preschoolers and marital status were entered. In step 2, the main effects of the mediator was entered. There was one multivariate outlier discovered, which was eliminated from further analysis, which resulted in 120 cases.

Positive Outcomes	<u>R<sup>2</sup>= 0.102*</u>	<u>Job Satisfaction</u>
	<u>R<sup>2</sup>= 0.135**</u>	<u>Organisational Commitment</u>
	<u>R<sup>2</sup>= 0.246**</u>	<u>Membership Total</u>
Satisfaction with Child Care	<u>R<sup>2</sup>= 0.013</u>	<u>Job Satisfaction</u>
	<u>R<sup>2</sup>= 0.109*</u>	<u>Organisational Commitment</u>
	<u>R<sup>2</sup>= 0.134</u>	<u>Membership Total</u>
Work/family Conflict	<u>R<sup>2</sup>= 0.062</u>	<u>Job Satisfaction</u>
	<u>R<sup>2</sup>= 0.077</u>	<u>Organisational Commitment</u>
	<u>R<sup>2</sup>= 0.238**</u>	<u>Membership Total</u>

\*\* p < 0.001; \* p < 0.01

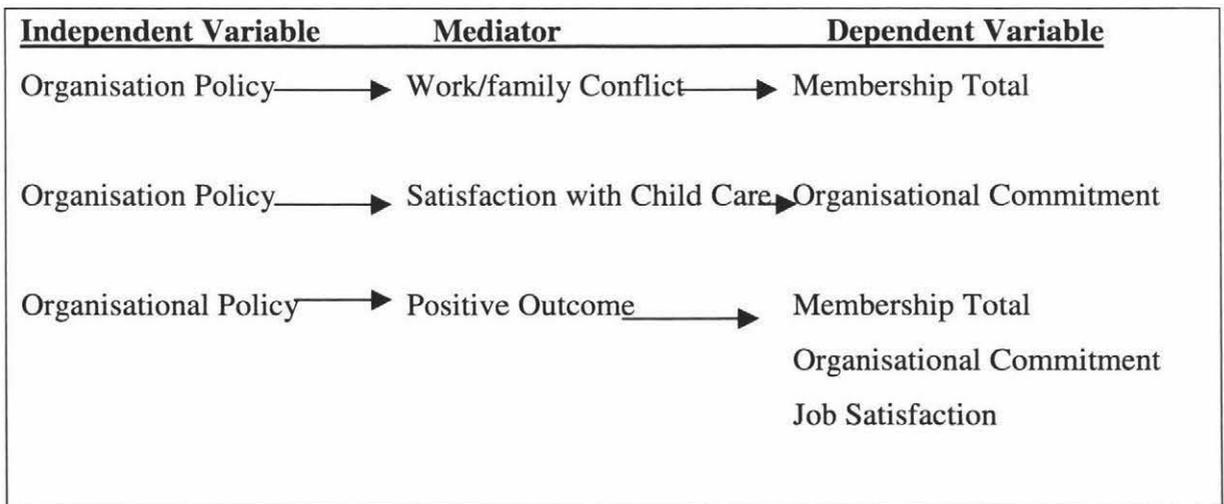
**Figure 11 Regression Statistics examining the Relationship between the Mediators and Dependent Variables in the Model.**

As can be seen from Figure 11, satisfaction with child care was only significantly related to organisational commitment. Positive outcomes was significantly related to all three of the dependent variables. Work/family conflict was significantly related to membership total. The main effects of the mediator on the dependent variables are presented in Table 11.

**Table 11** The Regression Statistics between the Mediator and the Dependent Variable

	Job Satisfaction	Organisational Commitment	Membership Total
Work/family Conflict	-	-	$\beta = -0.348^{**}$
Satisfaction with Child Care	-	$\beta = -0.329^{**}$	-
Positive Outcomes	$\beta = 0.365^{**}$	$\beta = -0.350^{**}$	$\beta = 0.357^{**}$

As can be seen from Table 11, all of the main effects are significant. When the three conditions are combined, the possible mediated relationships are illustrated in Figure 12.



**Figure 12** The Possible Mediated Relationships After the First Three Conditions have been Met.

The fourth condition according to Baron & Kenny (1986) as outlined on page 67 states that the relationship between the independent variable and the dependent variable tested in the third condition needs to be less significant when the mediator is controlled for. As can be seen in both figure 11 and figure 12, there are five possible mediational relationships after the first three conditions have been met. However this does not mean that there is a significant mediational effect, the fourth condition has to be met also. This condition is satisfied if the relationship between the independent variable is less significant when the mediator is controlled for. Organisation policy (independent variable) has a significant main effect at  $p < 0.001$  for membership total, job satisfaction, and organisational commitment. The significance of the main effect of organisation policy on these dependent variables needs to be less when controlling for the possible mediator, for a mediational relationship to be present. However all of the main effects of organisation policy are also significant at  $p < 0.001$ . Therefore the presence of a mediational effect for this model could not be determined within the confines of this statistical package.

Therefore it is concluded that there are no mediated relationships present.

### **3.2.2 Testing for moderator effects**

Moderator effects were examined through hierarchical regression analysis. If significant moderation effects were found the implication would be that the effects of the significant moderator on the dependent variable would vary for individuals high and low on levels of organisational policy and supervisor support. The model to be tested is graphically represented in Appendix A.

Multivariate outliers were identified and eliminated from further analysis, there were four cases eliminated, leaving 117 valid cases in the analysis.

At step 1, the control and demographic variables of gender, qualifications, number of preschoolers, income and marital status were entered into the predictive equation. At step 2, the possible moderator effects of family/work conflict, work/family conflict, positive outcomes, satisfaction with child care, and social support were entered along with the independent variables of organisation policy and supervisor support.

Vectors formed by calculating the cross product term for each of the variables deviation scores were added at step 3. There were ten of these cross product terms, representing the interactions between the five moderator variables of work/family conflict, family/work conflict, social support, satisfaction with child care and positive outcomes and the two independent variables of organisation policy and supervisor support. The cross products were calculated from the deviation scores. This was consistent with Aiken & West's (1991, cited in Holmbeck, 1997) recommendation for the centring of the variables before the interaction term was tested for significance. A variable is centred by subtracting the sample mean from the total of the individual's scores on the variable, and is referred to as the deviation score.

The regression analysis was run for all the dependent variables in the model, and is described below. The results are grouped with respect to each of the dependent variables.

### 3.2.2.1 Intention to leave

The regression was run with "intention to leave" as the dependent variable. In Step 1, the demographic variables were entered into the equation. As can be seen from Table 12, an  $R^2$  of 0.07 was obtained and was found to be nonsignificant.

**Table 12** Hierarchical Regression Statistics for the Dependent Variable "intention to leave"

	Step 1	Step 2	Step 3
$R^2$	0.07	0.14	0.32**
Adjusted $R^2$	0.03	0.04	0.16
$R^2$ Change	-	0.07	0.18**
F Statistic	F(5,111)=1.61	F(12,104)=1.37	F(22,94)=2.01**

The addition of the main effects in step 2, were also found to be nonsignificant, with an  $R^2$  of 0.14 as can be seen from Table 13, the change in  $R^2$  was also found to be nonsignificant. However the addition of the interaction terms in step 3, resulted in a significant  $R^2$  of 0.32, and a significant  $R^2$  change of 0.18.

Three interaction terms were found to be significant, and are found in Table 13.

**Table 13 Significant Interaction Terms with the Outcome of “intention to leave”, in Step 3**

Significant Terms in Step 3
Supervisor Support X Social Support*
Organisation Policy X Social Support*
Organisation Policy X Work/family Conflict**

### 3.2.2.2 Organisational Commitment

The regression analysis was run with organisational commitment as the dependent variable. After the demographic variables were entered into the equation at step 1, the  $R^2$  of 0.02 was found to be nonsignificant. The addition of the main effects in step 2, was found to be significant with an  $R^2$  of 0.41, as can be seen from Table 14, the change in  $R^2$  of 0.39 was also found to be significant.

**Table 14 Hierarchical Regression Statistics for the Dependent Variable “Organisational Commitment.**

	Step 1	Step 2	Step 3
$R^2$	0.02	0.41**	0.49**
Adjusted $R^2$	0.00	0.34	0.37
$R^2$ Change	-	0.39**	0.08
F Statistic	F(5,111)=0.35	F(12,104)=5.894**	F(22,94)=4.09**

The addition of the interaction terms in step 3 resulted in a significant  $R^2$  of 0.49, however the change in  $R^2$  0.08 was nonsignificant. As the addition of the interaction terms did not result in a significant change the analysis can go no further.

### 3.2.2.3 Health

The regression analysis was run with health as the dependent variable.

In step 1, the demographic variables entered into the equation, as can be seen in Table 15 the  $R^2$  value of 0.04 was found to be nonsignificant.

**Table 15 Hierarchical Regression Statistics for the Dependent Variable “Health”.**

	Step 1	Step 2	Step 3
$R^2$	0.04	0.23**	0.29*
Adjusted $R^2$	0.00	0.14	0.13
$R^2$ Change	-	0.19**	0.06
F Statistic	F(5,111)=0.89	F(12,104)=2.61**	F(22,94)=1.78*

The addition of the main effects in step 2 resulted in a significant  $R^2$  value of 0.23, the change in  $R^2$  of 0.19 was also found to be significant. The addition of the interaction term in step 3 resulted in a significant  $R^2$  of 0.29, however the change in  $R^2$  of 0.06 was found to be nonsignificant. As the addition of the interaction terms did not result in a significant change the analysis can go no further.

### 3.2.2.4 Job Satisfaction

After Step 1, with the demographic variables,  $R^2$  was 0.01 and was nonsignificant, however the addition of the main effects in Step 3, resulted in both a significant  $R^2$  of 0.34 and a significant change in  $R^2$  of 0.33. As can be seen from Table 16, the  $R^2$  after step 3 and the addition of the interaction terms was significant, however the change in  $R^2$  was nonsignificant.

**Table 16** Hierarchical Regression Statistics for the Dependent Variable “Job Satisfaction”.

	Step 1	Step 2	Step 3
R <sup>2</sup>	0.01	0.34**	0.41**
Adjusted R <sup>2</sup>	0.00	0.26	0.27
R <sup>2</sup> Change	-	0.33**	0.07
F Statistic	F(95,111)=0.22	F(12,104)=4.45**	F(22,94)=3.00**

As the addition of the interaction terms did not result in a significant change the analysis can go no further.

### 3.2.2.5 Absenteeism

With absenteeism as the outcome, none of the R<sup>2</sup> for any of the steps reached significance. The results are presented in Table 17.

**Table 17** Hierarchical Regression Statistics for the Dependent Variable “Absenteeism”

	Step 1	Step 2	Step 3
R <sup>2</sup>	0.02	0.09	0.20
Adjusted R <sup>2</sup>	0.00	0.00	0.01
R <sup>2</sup> Change	-	0.07	0.11
F Statistic	F(5,111)=0.38	F(12,104)=0.82	F(22,94)=1.03

As the addition of the interaction terms did not result in a significant change the analysis can go no further.

### 3.2.2.6 Membership Total

With membership total the  $R^2$  of 0.15 with just the demographic variables in step 1 was significant. There was a significant  $R^2$  change of 0.25 for step 2 and the addition of the main effects. As can be seen from Table 18, the  $R^2$  for step 3 and the addition of the interaction terms was significant however the change in  $R^2$  of 0.05 was nonsignificant.

**Table 18 Hierarchical Regression Statistics for the Dependent Variable “Membership Total”.**

	Step 1	Step 2	Step 3
$R^2$	0.15**	0.41**	0.46**
Adjusted $R^2$	0.12	0.34	0.33
$R^2$ Change	-	0.25**	0.05
F Statistic	F(5,111)=4.06**	F(12,104)=5.98**	F(22,94)=3.62**

### 3.2.2.7 Turnover Intention

With “turnover intention” as the dependent variable none of the steps resulted in a significant  $R^2$ . The results are presented in Table 19.

**Table 19 Hierarchical Regression Statistics for the Dependent Variable “Turnover Intention”.**

	Step 1	Step 2	Step 3
$R^2$	0.07	0.13	0.18
Adjusted $R^2$	0.02	0.03	0.00
$R^2$ Change	-	0.06	0.06
F Statistic	F(5,111)=1.53	F(12,104)=1.26	F(22,94)=0.95

From the moderation analysis there were three significant moderated relationships all with the dependent variable intention to leave found. Organisation Policy X work/family conflict, Organisation Policy X Social Support and Supervisor Support X Social Support.

A discussion of these results along with their implications follows.

## CHAPTER FOUR DISCUSSION

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A discussion of the results as they relate to the hypotheses along with an interpretation of the results follows. The limitations of the present study are detailed and the implications of the findings are addressed. Recommendations for future research are also included.

### 4.1 Summary of findings

Within this study, two models were tested, limited support was found for the moderated model, however there was no support within the findings for the mediated model. The results from this study will be discussed in relation to the hypotheses proposed in Chapter One.

*Hypothesis One: The direct and indirect relationships proposed in Figure 1 of Appendix A would be significant. That is there will be evidence of moderated relationships.*

There was limited support for the proposed moderator effects depicted graphically in Figure 1 of Appendix A.

Supervisor support was found to be significant in one interaction effect with social support as the moderator and intention to leave as the dependent variable. The interaction term of organisation policy X social support was also found to be significant with intention to leave. Work/family conflict was found to be significant with organisation policy and the outcome intention to leave.

*Hypothesis Two: the direct and indirect relationships proposed in Figure 2 would be present. That is there will be evidence of mediated relationships.*

There were no significant mediators found.

*Hypothesis three: The occupation of both work and family roles will result in levels of work/family conflict, family/work conflict and positive outcomes. There will be evidence of both the scarcity and enhancement hypothesis found.*

From the descriptive statistics there is evidence that positive outcomes are a potential result from the combination of work and family roles, with the average response on the scale representing a high level of reported positive outcomes. As can be seen from Table 5, the correlations among the two forms of conflict and positive outcomes are nonsignificant and are of low magnitude supporting the belief that gains and strains are independent of each other, and that people can experience both conflict and strains. Therefore there is support for the hypothesis that people do not necessarily experience conflict or gains, but rather they experience different combinations of conflict and gains.

*Hypothesis four: There will be a positive correlation found between the presence of family friendly policies, supervisor support and the level of positive outcomes, while there will be negative correlations found between the levels of work/family conflict, family/work conflict and organisation policy and supervisor support. Organisation policy and supervisor support will be positively related.*

As can be seen from Table 6, there was a significant correlation in the direction predicted between organisation policy (family friendly policies) and positive outcomes. The correlation between positive outcomes and supervisor support failed to reach significance, however it was in the predicted direction.

There was a significant correlation between supervisor support and work/family conflict in the direction predicted, while the correlation between family friendly policies and work/family conflict was also significant and in the predicted direction. The correlation between family/work conflict and organisation policy failed to reach significance however was in the direction predicted, the correlation between family/work conflict and supervisor support was also nonsignificant.

The direction of the correlation between supervisor support and organisation policy was positive as predicted. This correlation predicts that if there is high levels of supervisor support present, it is likely that there will be high levels of family friendly policies.

*Hypothesis Five: Work/family conflict and family/work conflict will each be associated with unique antecedents and outcomes, however will also have a positive, reciprocal relationship.*

The constructs work/family conflict and family/work conflict were shown to have a positive correlation, therefore the two forms of conflict are positively related. Despite their significant intercorrelation, both forms of conflict were found to be significantly correlated with unique antecedents and outcomes, these differences are presented in Table 4. Family/work conflict was found to have a significant negative correlation with health, while work/family conflict did not. They both had significant negative correlations with organisational commitment, however the relationship between work/family conflict and organisational commitment was stronger and more significant, this was also the case with recruitment. Family/ work conflict was found to be positively related to levels of child care, while work/family conflict was found to be significantly related to supervisor support, job satisfaction, membership total, and organisation policy. Family/work conflict had a positive correlation with the number of pre-schoolers and work/family conflict was positively related to qualifications.

These different relationships were again demonstrated in the results discussed earlier pertaining to the moderation analysis, with work/family conflict alone being a significant moderator.

## **4.2 Interpretation of findings**

Through the examination of the moderated model there were three significant interaction effects found all with “intention to leave” as the outcome. The interaction effects that reached significance were Organisation Policy X Social Support, Supervisor Support X Social Support and Organisation Policy X Work/family Conflict. The variables

family/work conflict, positive outcomes and satisfaction with child care did not reach significance as moderators or mediators. The significance of social support as a moderator provides support for the belief that if employees have supportive networks outside of the work arena, they will not stand to benefit to the same extent from family friendly policies as those without such networks. That is those without strong social support networks will be assisted by family friendly policies more. The significance of social support as a moderator in two interaction effects is surprising when it's relationships with the variables are examined at the bivariate level. Social support was not significantly correlated with any of the variables in the model. In contrast positive outcomes was found to be significantly correlated with several variables in the model, yet failed to be involved significantly with respect to the multivariate relationships, however this variable did have limited variability. The lack of variability with respect to the variable "satisfaction with child care" explains the lack of significant findings relating to this construct. Due to the nature of this construct it is not surprising that a single item measure yields these results. A more comprehensive assessment of this construct is required assessing specific factors related to child care, for example the time taken to travel, and the cost. Such aspects may yield a more accurate gauge of how satisfied the parent is with their child care, and whether the presence of an on-site child care centre would increase their satisfaction with their child care arrangements. Family/work conflict was not found to be related to either of the independent variables at the bivariate level, this may have contributed to the lack of significant multivariate effects found. The lack of significant moderator effects are likely to be due to the lack of variability evident within the potential moderators in the model, however the homogenous nature of the sample could also be partially responsible. It has been documented that significant moderator effects may be difficult to detect statistically when the sample is homogenous (Holmbeck, 1997). These explanations may also be responsible for the lack of significant mediator effects found.

There was a lack of significant findings with some of the outcomes at both the bivariate and multivariate levels, including turnover and health. Absenteeism failed to reach significance with any of the variables in the model. It is expected that this was due to measurement problems which resulted in a lack of variability. The limited variability in responses could

be due to problems recalling the number of days absent. The time period of 2 months could have been too short, however there is a danger when extending the time period that errors occur in recall due to memory problems. Other studies have found this a problem and have also failed to find significant results, it has been widely documented that the reason for these lack of results is due to the lack of variance evident in absenteeism rates due to measurement problems (Thomas & Ganster, 1995). Other forms of measurement with absenteeism should be examined in future research.

The homogenous nature of the sample may be responsible for the lack of variability with some of the constructs in addition to measurement problems. All of the employees were from organisations that were interested in family friendly issues and belonged to the family friendly network. The respondents in the sample were well educated, with relatively high incomes. These characteristics may be responsible for the skewed findings with respect to some of the variables, for example there was low levels of conflict and high levels of positive outcomes reported. The sample's characteristics may have resulted in similar belief systems that may influence how people combine multiple roles for example sex-role attitudes, this is an area worth further investigation. The respondents in the sample may also have a greater amount of power and control over their working arrangements along with a higher access to resources than the rest of the population, which would assist in the combination of the roles of parent and worker.

Work/family conflict and family/work conflict were found to be associated with each other, however they were also found to interact differently. This supports recent research (Frone et al, 1992; Greenhaus & Beutall, 1985; Netemeyer et al, 1996) and provides further support for the distinction. Each form of conflict was found to interact differently with both the dependent variables, independent variables and in the role as moderator. Family/work conflict like work/family conflict was found to be significantly related to some of the work outcomes including job satisfaction and organisational commitment. However each form of conflict was found to be more related to variables within their sphere. Family/work conflict was related to health, number of preschoolers and child care, while work/family conflict was found to be related to the two forms of support in the workplace of organisational

policy and supervisor support and work outcomes such as membership total. This is consistent with other research findings which discovered that each form of conflict was more likely to be related to outcomes in their own sphere (Frone et al, 1992). Overall work/family conflict was found to be related to more of the constructs than family/work conflict. This is also reflective of previous research with other studies finding that family/work conflict was not as strongly related to outcomes compared to work/family conflict (Kossek & Ozeki, 1998). The data on work/family conflict was more evenly distributed than that on family/work conflict, which also may be responsible for these differences. The assessment of family/work conflict could be examined to ensure that the full variability of the conflict is being assessed.

### **4.3 Limitations of the study**

There are several limitations to this research design that need to be considered when interpreting the results.

The response rate of 29% was very low, and resulted in a reasonably small sample size of 121. This raises several possible caveats. With a low response rate, there is concern that there may be undetected differences between those who responded and those who did not, for example a difference could result if a reason parents had not completed the survey was because of the large demands on their time and the problems they were having balancing their work and family lives. Potential self-selective biases may also be responsible for differences between those who completed the survey and those who did not, for example those who completed the questionnaire may have a high level of interest in parenting and work issues. Both of these scenarios could lead to differences in the characteristics of the sample and those who declined to participate in the survey. This would affect the results, as there would be restricted variance in the study variables in a particular direction. Therefore the low response rate is a reason to exercise caution when interpreting the results.

The model needs to be expanded to include other constructs for example marital satisfaction as this model only explained a limited percentage of the variance in the outcomes. In the present study the expansion of the model was not possible due to practical considerations, such as the length of the questionnaire and time constraints.

As the research design employed in this study was not longitudinal, lag effects and time dimensions could not be examined therefore if the relationships differed over certain time periods, this would not be identified. Also due to the cross sectional design of the study, it is impossible to determine the causal ordering of the constructs. Regression analysis reveals relationships among variables but does not prove that the relationships are causal (Tabachnick & Fidell, 1989).

There was a lack of variance within some of the constructs in the sample, which is a possible explanation as to the lack of significant findings surrounding some of the outcomes. Some examples of variables that had limited variability were absenteeism where 51.2% of the sample reported no days absent, satisfaction with child care 72% of the sample were at least mostly satisfied and ninety nine percent of the sample rated themselves average or better on health. Positive outcomes and job satisfaction were also variables with limited variability.

Another limitation associated with this study was the use of self report measures, and the problems associated with this such as common method variance, which can result in inflated relationships and response consistency effects (Thomas & Ganster, 1995).

Due to the sensitive nature surrounding many of the constructs assessed, for example supervisor support and membership behaviours, it was important to preserve anonymity as this encouraged participation and honesty as the respondents answers were less likely to be affected by social desirability effects (Thomas & Ganster, 1995). Therefore this form of data collection is the most effective and efficient for this subject area. However a secondary source of data assessing workplace policy from the organisation's perspective would be useful, as it would enable comparison between what policies are present and those that the employee is aware of. Another limitation surrounding data collection was that all of the data was collected through a single questionnaire, which raises the problem of method bias, this gives weight to the argument to have multiple methods of data collection. Method variance is not as large a concern as it could be as the response formats within the questionnaire were not identical across the different sections.

The length of the questionnaire is another possible limitation and may have been responsible for the low response rate, as at 16 pages the questionnaire was quite a lengthy document. Another limitation arises from the exclusion of open-ended questions and the lack of interpretation or analysis of the data collected in the “comments” section found in the questionnaire. This may have yielded additional information, which could have given a different slant on the existing data.

The alphas examining the reliability of the organisation policy and membership scales were low at 0.683 and 0.659 respectively. Due to the short nature of these scales, it is not believed that these alphas are a large concern, however they should be taken into consideration when looking at the effects.

The non-random nature of the sample limits the extent the results can be generalised to other settings, this in combination with the limited variability within the demographic distribution of the sample provides a threat to the external validity of these results. Participants in the study were relatively well educated, and had higher than average incomes, the high resources available to the sample compared to the general population is a possible confound. The organisations sampled are somewhat representative of the organisations involved in the “Equal Employment Opportunities Trust” list, but not at all representative of the work force at large, which is a further threat to external validity. These concerns need to be considered before attempting to apply and generalise these results to other groups within the population.

The statistical conclusions that were drawn from this study could have been enhanced through the employment of more extensive statistical techniques, that may have modelled the effects in a more sophisticated manner, for example LISREL programmes.

The above limitations need not obscure what has been learned, however they should be taken into consideration when interpreting the results. It is essential to investigate the limitations surrounding a study when reading the piece of research however their importance also lies in the opportunities and directions they provide for future research.

## 4.4 Implications

Given the limitations some tentative implications can be considered and discussed.

The relationships between family friendly policies and supportive supervision at the bivariate level were found to be significant and in the direction predicted with positive outcomes, work/family conflict and many of the outcomes. This confirms the belief that there is a connection between these constructs and that the introduction of these policies will have the desired impact on the employee's work outcomes. This provides evidence therefore for the further examination of these policies and for their introduction in the workplace. The challenge for future research is to discover the mechanisms through which these variables are related.

Supervisor support was found to have a relationship with many of the outcomes at the bivariate level, and is an interaction effect with social support on the outcome "intention to leave". These findings support the importance of supervisor support and the need to emphasise and consider the issue of work and family when selecting and training supervisors. It also highlights the need for continual training for supervisors in the areas of work and family, communication and sensitivity to their employee's issues.

The significance of social support as a moderator highlights the importance of need assessment before the implementation of any programmes. The organisation should determine if there is a need for policies and what policy would be the most helpful to their employees before they implement their strategy.

The impact of the number of policies the organisation offers was examined in addition to the summary measure assessing the family friendliness of the organisation. The correlation between the number of policies present and work/family conflict was insignificant and small compared to the same correlations with the organisational policy summary measure. As can be seen in Table 1 found in Appendix G which compares the magnitude of the correlations between these two measures of family friendly policies and the other variables

in the model, the summary measure is associated with many more outcomes than the number of policies. This gives support for the belief that it is not how many policies are implemented that is important in terms of results. Rather it is the overall atmosphere and level of support in the organisation. This is a necessary finding to recall when constructing a measure of the family friendliness of the organisation. This finding also highlights the importance of the supervisor, as they are largely responsible for the feeling of supportiveness and the general environment of the workplace.

The prevalence of positive outcomes highlights the need for research to not only look at minimising the negative outcomes (conflict) of multiple roles but also at looking at ways of maximising positive outcomes. Instead of taking a pathological approach and only treating the conflict, there needs to be a focus on improving the positive outcomes.

Research in this area is essential to increase understanding of the constructs involved. An understanding of the processes linking work and family life, and the antecedents and outcomes that are associated with the conflict that arises from the combination of these roles is necessary to adequately evaluate the effectiveness of workplace policies. Though understanding the work family nexus, strategies and policies to assist workers with their multiple roles will be able to be identified and developed further.

Other research is needed to bridge the gap between empirical findings and application. Suggestions for future research follows, in terms of improving the measurement and definition of the variables and models in this study. Other subject areas to be investigated are also included.

#### **4.6 Future research issues:**

The key recommendation to be drawn from this research concerns measurement issues. Specifically, future research is required to develop measures to assess the family friendly nature of an organisation. The focus of this future research needs to be on construct development. A validated and reliable measure designed to assess the strength of family

friendly policies would allow for more meaningful comparisons between policies and would allow stronger relationships to be identified between the presence of a family friendly atmosphere and work outcomes. This recommendation is supported by Glass & Estes (1997) who gave three dimensions that would need to be covered by such a measure. The type of policy present along with the intensity of the policy that covers the degree of employer commitment to the policy's implementation should be examined. The degree to which the policy is formalised encompassing the extent to which the policy is available to all employees also needs to be covered by the measure. Other measurement issues are also raised through this research. Behavioural measures of work outcomes should be included in addition to the self reports found in this research, for example the utilisation of co-workers and supervisors reports and of employee records and performance reviews, this is particularly pertinent to the measurement of absenteeism. The culmination of these data sources should result in a more complete picture and give greater insights that will enable the outcomes to be assessed more thoroughly.

The multidimensional sources of support that are available to working parents also warrant further attention. Support from a broad range of sources available to employees including social, financial and practical sources, for example a cleaner, or arrangements for the care of a sick child would be useful information to obtain. Future research examining measures to assess the level of support available to working parents would be useful for two reasons. It would enable researchers to examine what resources parents utilise to assist in the combination of their roles and secondly it would allow organisations to assess what support their employees already have in place and in what areas they are lacking. The level of responsibilities an employee has is also a future area to be investigated. A measure assessing responsibilities relating to work and family should include an assessment of the level of child care responsibility upon the respondent including whether they are the primary caregiver of their children, it should also assess additional dependants they might have, for example elderly parents. Such measures would be helpful in assessing the picture of responsibilities and problems employees are faced with, and would assist the organisation in determining the best methods to assist them. More and more often due to the growing population work and family conflict does not only arise from children but also

the elderly for example parents. Therefore eldercare, and care for other dependants should be considered in future research in addition to the demands from children when examining the issue of the work/family nexus.

Further it is recommended that the models presented in this study be re-tested with a larger sample, that is more diverse and yields a higher response rate, perhaps through the target of working parents and the focus being on dual-earner parents.

For family friendly benefits to be implemented in main stream business, their presence will need to be justified economically. Further research that examines and calculates the bottom line benefits to organisations through techniques such as human resource accounting (Mirvis & Lawler, 1977) is essential. The examination of objectively assessed work indicators that can be readily attached to dollar values for organisations such as productivity and turnover is necessary to attract attention to the area. If research provided economic justification of these policies, hopefully organisations would begin to view family friendly benefits as investments opposed to costs. With this view it is hoped that organisations would begin to see that they stand to gain from these policies in addition to their employees and that a family friendly organisation provides a win-win situation.

The findings from this study demonstrate partial support for the scarcity and enhancement hypotheses. These findings point to the need for research investigating what factors determine the nature of the outcomes. These results show that the mere occupancy of multiple roles does not automatically determine the outcomes. Factors such as the quality of roles, an individual's coping mechanisms and personality characteristics such as hardiness should be examined, in terms of their impact on the experience of conflict and positive outcomes.

There is much research that examines perceived control and its buffering effect on the relationship between work and family (Voydanoff, 1988; Thomas & Ganster, 1994). This research supports the belief that when the employee believes that events are personally controllable the balancing of work and family lives becomes less stressful. Research

looking at the potential of family friendly policies to increase the level of control the employee feels and how that impacts on the level of work/family conflict present would allow us to see which policies would be the most helpful in assisting people combine their work and family lives.

Research utilising a longitudinal design, which looks at employees before and after the implementation of a series of family friendly initiatives, would be another useful focus for future research. Such a design would allow for better quality data collection with respect to outcomes such as absenteeism which is a difficult construct to assess with the cross sectional design. With a longitudinal design data collection techniques such as a daily diary, could be utilised to examine relationships such as the connection between absenteeism and child care problems. This would eliminate the recall errors present and the time period would hopefully increase the variation present.

Despite the lack of support for the moderated and mediated models being tested through this research, there were significant relationships identified among the variables being analysed. The present study has highlighted the need for further research with respect to the work/family nexus, and has drawn attention to issues that need to be addressed and the possible practical implications that findings in this area can have with respect to both organisational and personal outcomes.

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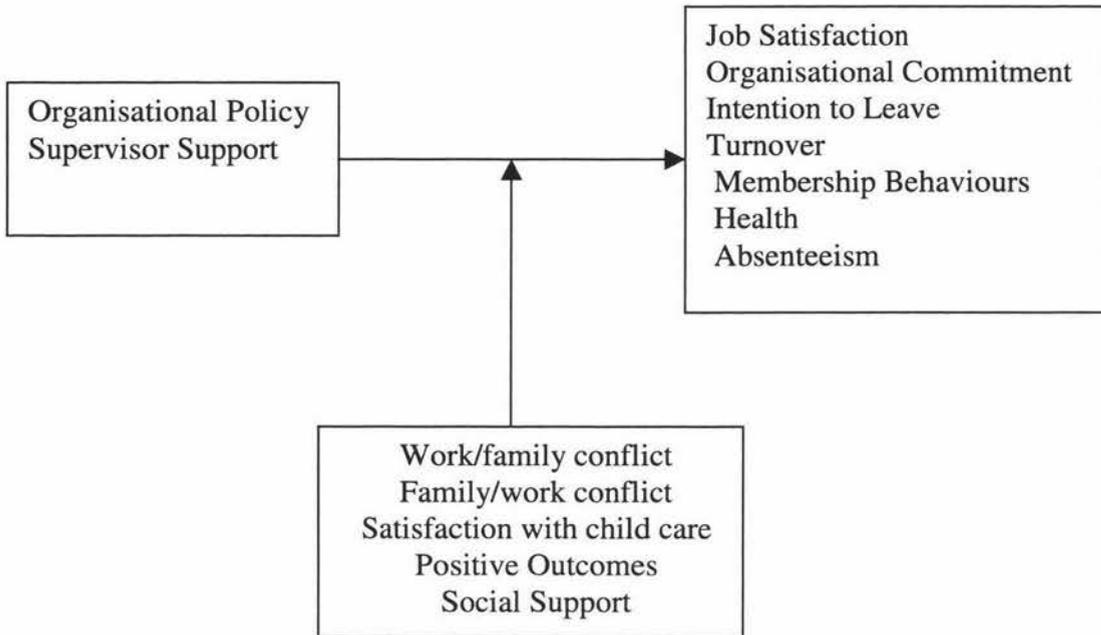
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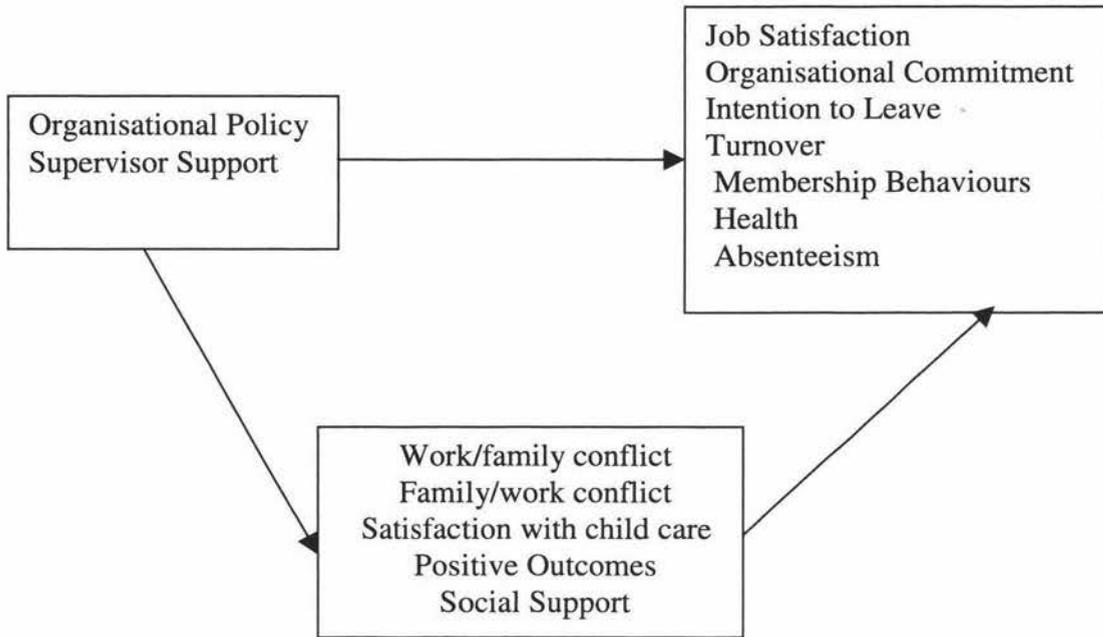
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## APPENDIX A



**Figure 1** Proposed Model examining the moderated relationship between organisational policy, supervisor support and the work outcomes.



**Figure 2** Proposed model examining the mediated relationship between organisation policy, supervisor support and the work outcomes.

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## APPENDIX B

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Annemarie Stanley  
1/437 Featherston Street,  
Palmerston North  
(06) 356 5992  
a.stanley@xtra.co.nz  
4<sup>th</sup> May 1999

To whom it may concern,

Currently I am conducting research on how organisations can assist their employees in obtaining a balance between their work and family lives through workplace initiatives. I am conducting this research as part of my Masters of Arts degree under the supervision of Dr Ross Flett at Massey University.

I am aware that you are a subscriber to the “work and family network”, organised by the EEO Trust, and thus have an interest in these work-family issues.

I would appreciate it, if I could conduct this research within your organisation. It would involve the distribution of a questionnaire to employees that have children under the age of 18 years living at home. The questionnaire covers work related areas such as workplace policy, organisational commitment, and job satisfaction, along with some personal outcomes such as health.

This research may assist you with the evaluation of your policies. I am happy to present you with a summary of the results found, and to discuss these with you.

I have included a copy of the prospective questionnaire. If you require any further information on the nature of the study, I may be contacted at the above address, phone or email.

Thank you for your time and consideration. I look forward to hearing from you.

Yours sincerely

Annemarie Stanley

## APPENDIX C

### WORK AND FAMILY RESEARCH

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Please read this Information Sheet before completing the questionnaire.

***What is this study and who is running it?***

- My name is Annemarie Stanley, and my supervisor is Dr Ross Flett, who is a Senior Lecturer at Massey University. We may be contacted through the School of Psychology, Massey University, at (06) 350 5799, extension 2051, or on email at [R.A.Flett@massey.ac.nz](mailto:R.A.Flett@massey.ac.nz) or [a.stanley@xtra.co.nz](mailto:a.stanley@xtra.co.nz). Please feel free to contact myself, or my supervisor Dr Ross Flett at any time during the study to discuss any aspect of it.
- This research is being undertaken as part of my Master of Arts degree in Psychology at Massey University. The research investigates the balancing of work and family responsibilities, how people feel about getting the balance right, and how the organisation can assist people with the balancing act.

***What can I expect?***

- The questionnaire will take you approximately 30-35 minutes to complete. The questionnaire seeks information about how you feel about the organisation's policies, how you feel about different aspects of your job, and how you combine your work and family lives.
- Your responses will be treated with total confidentiality and you are assured of complete anonymity. Any results published or supplied to your employer will be in a collated summary form only. The information will not allow any individual to be identified. No one who knows you will see your answers. The questionnaires will be destroyed upon the completion of the study.

***Your rights as a participant of this study are:***

- You have the right to decline to participate, to refuse to answer any question(s), or to withdraw from the study at any time.
- You provide information on the understanding that it is completely in confidence to the researchers, to be used only for the purposes of the research.

- You have the right to receive a summary of the results of the study upon its completion. If you wish to do so, fill out your details on the back page.

### Work and Family Research

Please read the following instructions before proceeding.

- The questions are in three general formats, as follows.

1.) Indicate on a scale the number that most closely fits your choice, for example:

*How often are you expected to attend after-hours functions, as part of your job?*

1	2	<input style="width: 30px; height: 20px; border: 1px solid black;" type="text" value="3"/>	4
<i>Not at all.</i>	<i>Occasionally</i>	<i>Often</i>	<i>Not applicable</i>

If you feel you are *often* required to attend after-hours functions then you would choose 3, as shown.

2.) Some questions, require you to circle a choice or tick the category that applies to you, for example:

*Do you have paid parental leave, available to you?*

<input style="width: 30px; height: 20px; border: 1px solid black;" type="text" value="1"/>	2	3
<i>Yes</i>	<i>No</i>	<i>Don't know/Unsure</i>

If you *do have* paid parental leave available to you, then you choose 1, as shown.

3.) Some questions require you to write an answer in a space provided. These are easily identifiable.

- Please complete all sections.
- Please complete the questionnaire as soon as possible.
- Please return the questionnaire as soon as you have completed it, using the envelope provided.
- If you have any questions, please feel free to contact the researcher, Annemarie Stanley or her supervisor, Dr Ross Flett.

## Work-Family Questionnaire

### A. Background Information

- 1.) What year were you born? 19\_\_
- 2.) Circle your gender:
- |      |        |
|------|--------|
| 1    | 2      |
| Male | Female |
- 3.) Circle the option that best describes your marital/relationship status?
- |        |                                |                    |         |
|--------|--------------------------------|--------------------|---------|
| 1      | 2                              | 3                  | 4       |
| Single | Married/Living<br>with partner | Divorced/separated | Widowed |
- 4a.) How many children do you have? \_\_\_\_\_
- 4b.) What are your children's ages? \_\_\_\_\_
- 4c.) How many of your children currently live at home? \_\_\_\_\_

Please tick the statement which applies to you:

- 5.) What ethnic group do you belong to?
- New Zealander of European descent \_\_\_\_\_
  - New Zealander of Maori descent \_\_\_\_\_
  - New Zealander of Asian descent \_\_\_\_\_
  - Pacific Islander \_\_\_\_\_
  - Other \_\_\_\_\_

6.) Indicate your highest qualification acquired:

- No school qualification \_\_\_\_\_
- School Certificate passes in one or more subjects \_\_\_\_\_
- Sixth form Certificate or University entrance in  
one or more subjects. \_\_\_\_\_
- University Bursary or Scholarship \_\_\_\_\_
- Trade/Professional Certificate/Diploma \_\_\_\_\_
- University undergraduate degree/diploma \_\_\_\_\_
- University postgraduate qualification \_\_\_\_\_
- Other (specify) \_\_\_\_\_

7.) Circle the number which best represents your household's income last year?

1	2	3	4	5
<\$25,000	\$25,001-\$30,000	\$30,001-\$35,000	\$35,001-40,000	over \$40,000

8.) How long have you been employed in your current occupation?

\_\_\_\_\_ years    \_\_\_\_\_ months

9.) Does your spouse/partner work outside of the home?

1	2	3
Yes	No	Not applicable

If you answered YES, go on to question **10**. Otherwise go on to Section B, which begins on page 5.

10.) On average how many hours does your spouse work outside of the house per week?

\_\_\_\_\_

**B. Organisation Policy**

Below is a list of questions regarding policies and practices within your organisation. For each question circle the number for the answer, which most closely applies to you.

1a.) Do you have paid parental leave, available to you?

- |            |           |                          |
|------------|-----------|--------------------------|
| <b>1</b>   | <b>2</b>  | <b>3</b>                 |
| <b>Yes</b> | <b>No</b> | <b>Don't know/Unsure</b> |

If you answered **NO**, please go on to question **2**. Otherwise go on to question **1b**.

1b.) How much paid parental leave do you have available to you?

\_\_\_\_ months

2.) Can you use sick leave entitlement to care for your sick dependants?

- |            |           |
|------------|-----------|
| <b>1</b>   | <b>2</b>  |
| <b>Yes</b> | <b>No</b> |

3.) Are you allowed to work from home during work hours, if you want to?

- |            |           |
|------------|-----------|
| <b>1</b>   | <b>2</b>  |
| <b>Yes</b> | <b>No</b> |

4.) Do you use job sharing (two or more workers share the responsibilities of a full time job)?

- |            |           |
|------------|-----------|
| <b>1</b>   | <b>2</b>  |
| <b>Yes</b> | <b>No</b> |

5.) How many hours on average do you work per week?

\_\_\_\_\_

- 6.) Do you use flexible working hours (full time hours, with choice over starting and finishing times)?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Not at all.</b>		<b>Some of the time</b>		<b>All the time.</b>

- 7.) Do you have child care available at your workplace?

<b>1</b>	<b>2</b>
<b>Yes</b>	<b>No</b>

- 8.) Does your employer provide you with financial assistance for child care?

<b>1</b>	<b>2</b>
<b>Yes</b>	<b>No</b>

- 9.) Do you have any assistance from your employer with care for school age children during the holidays, or before and after school?

<b>1</b>	<b>2</b>	<b>3</b>
<b>Yes</b>	<b>No</b>	<b>Not applicable</b>

- 10.) Have you used family related information services (referral service, counselling, on-site seminars on family issues) which your employer provides?

<b>1</b>	<b>2</b>	<b>3</b>
<b>Yes</b>	<b>No</b>	<b>Not available</b>

- 11.) How often are you expected to attend after-hours functions, as part of your job?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>Not at all.</b>	<b>Occasionally</b>	<b>Often</b>	<b>Not applicable</b>

12.) Are your training courses held at family friendly times (times convenient to family life)?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>Not at all.</b>		<b>Some of the time</b>		<b>All the time</b>	<b>Not Applicable</b>

13.) Is management sensitive to your family responsibilities and problems?

<b>1</b>	<b>2</b>
<b>Yes</b>	<b>No</b>

14.) There is flexibility in my work schedule that allows me to cope with my family and personal responsibilities.

<b>1</b>	<b>2</b>
<b>Agree</b>	<b>Disagree</b>

15.) My workplace arrangements are helpful in dealing with a family emergency.

<b>1</b>	<b>2</b>
<b>Agree</b>	<b>Disagree</b>

16.) My organisation stresses the importance of family, leisure and health.

<b>1</b>	<b>2</b>
<b>Agree</b>	<b>Disagree</b>

17.) My organisation is supportive and helpful in assisting me to achieve a balance between my work and family responsibilities.

<b>1</b>	<b>2</b>
<b>Agree</b>	<b>Disagree</b>

Any additional comments on ways that your organisation helps you balance your work and family responsibilities.

**C. Work-family Balance**

For each statement circle the number for the answer, which most closely applies to you.

- 1.) The demands of my work interfere with my home and family life.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Neutral</b>	<b>Moderately agree</b>	<b>Strongly agree.</b>

- 2.) The amount of time my job takes up makes it difficult to fulfil family responsibilities.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Neutral</b>	<b>Moderately agree</b>	<b>Strongly agree.</b>

- 3.) Things I want to do at home do not get done because of the demands my job puts on me.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Neutral</b>	<b>Moderately agree</b>	<b>Strongly agree.</b>

- 4.) My job produces strain that makes it difficult to fulfil family duties.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Neutral</b>	<b>Moderately agree</b>	<b>Strongly agree.</b>

- 5.) Due to work-related duties, I have to make changes to my plans for family activities.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Neutral</b>	<b>Moderately agree</b>	<b>Strongly agree.</b>

- 6.) The demands of my family or spouse/partner interfere with work-related activities.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Neutral</b>	<b>Moderately agree</b>	<b>Strongly agree.</b>

7.) I have to put off doing things at work because of demands on my time at home.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Neutral</b>	<b>Moderately agree</b>	<b>Strongly agree.</b>

8.) Things I want to do at work don't get done because of the demands of my family or spouse/partner.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Neutral</b>	<b>Moderately agree</b>	<b>Strongly agree.</b>

9.) My home life interferes with my responsibilities at work.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Neutral</b>	<b>Moderately agree</b>	<b>Strongly agree.</b>

10.) Family-related strain interferes with my ability to perform job-related duties.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Neutral</b>	<b>Moderately agree</b>	<b>Strongly agree.</b>

#### **D. Satisfaction with Child Care**

Circle the number for the answer, which most closely applies to you.

1.) Overall how do you feel about your current child care arrangements?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
<b>Terrible</b>	<b>Unhappy</b>	<b>Mostly dissatisfied</b>	<b>Mixed</b>	<b>Mostly satisfied</b>	<b>Pleased</b>	<b>Delighted</b>

**E. Positive Outcomes of Managing both Work and Family**

For each item complete the statement and circle the number for the answer which is best for you:

“Having both work and family responsibilities.....”

1.) Makes me a more well-rounded person.

1	2	3	4
<b>Not true</b>			<b>True</b>

2.) Gives my life more variety.

1	2	3	4
<b>Not true</b>			<b>True</b>

3.) Allows me to make use of all of my talents.

1	2	3	4
<b>Not true</b>			<b>True</b>

4.) Challenges me to be the best that I can be.

1	2	3	4
<b>Not true</b>			<b>True</b>

5.) Means I manage my time better.

1	2	3	4
<b>Not true</b>			<b>True</b>

6.) Clarifies my priorities.

1	2	3	4
<b>Not true</b>			<b>True</b>

7.) Makes me feel competent.

1	2	3	4
<b>Not true</b>			<b>True</b>

**F. Supervisor Support**

For each item answer the following question by placing a circle around the number for the answer which is best for you.

“How often in the past 2 months has your supervisor.....?”

- 1.) Switched schedules (hours, overtime hours, vacation) to accommodate your family responsibilities.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>Never</b>		<b>Occasionally</b>		<b>Very often</b>	<b>Unnecessary</b>

- 2.) Listened to your problems.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Never</b>		<b>Occasionally</b>		<b>Very often</b>

- 3.) Been critical of your efforts to combine work and family.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Never</b>		<b>Occasionally</b>		<b>Very often</b>

- 4.) Juggled tasks or duties to accommodate your family responsibilities.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>Never</b>		<b>Occasionally</b>		<b>Very often</b>	<b>Unnecessary</b>

- 5.) Shared ideas or advice.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Never</b>		<b>Occasionally</b>		<b>Very often</b>

- 6.) Held your family responsibilities against you.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Never</b>		<b>Occasionally</b>		<b>Very often</b>

- 7.) Helped you to figure out how to solve a problem.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Never</b>		<b>Occasionally</b>		<b>Very often</b>

- 8.) Been understanding or sympathetic.
- |       |   |              |   |            |
|-------|---|--------------|---|------------|
| 1     | 2 | 3            | 4 | 5          |
| Never |   | Occasionally |   | Very often |
- 9.) Showed resentment of your needs as a working parent.
- |       |   |              |   |            |
|-------|---|--------------|---|------------|
| 1     | 2 | 3            | 4 | 5          |
| Never |   | Occasionally |   | Very often |

### **G. Organisational commitment**

For each statement circle the number for the answer which is best for you.

- 1.) I am willing to put in a great deal of effort beyond that normally expected to help this organisation be successful.
- |                   |                     |         |                  |                |
|-------------------|---------------------|---------|------------------|----------------|
| 1                 | 2                   | 3       | 4                | 5              |
| Strongly disagree | Moderately disagree | Neutral | Moderately agree | Strongly agree |
- 2.) I talk about this organisation to my friends as a great organisation to work for.
- |                   |                     |         |                  |                |
|-------------------|---------------------|---------|------------------|----------------|
| 1                 | 2                   | 3       | 4                | 5              |
| Strongly disagree | Moderately disagree | Neutral | Moderately agree | Strongly agree |
- 3.) I feel very little loyalty to this organisation
- |                   |                     |         |                  |                |
|-------------------|---------------------|---------|------------------|----------------|
| 1                 | 2                   | 3       | 4                | 5              |
| Strongly disagree | Moderately disagree | Neutral | Moderately agree | Strongly agree |
- 4.) I would accept almost any type of job assignment to keep working for this organisation.
- |                   |                     |         |                  |                |
|-------------------|---------------------|---------|------------------|----------------|
| 1                 | 2                   | 3       | 4                | 5              |
| Strongly disagree | Moderately disagree | Neutral | Moderately agree | Strongly agree |

5.) I find that my values and the organisation's values are very similar.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Neutral</b>	<b>Moderately agree</b>	<b>Strongly agree</b>

6.) I am proud to tell others that I am part of this organisation.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Neutral</b>	<b>Moderately agree</b>	<b>Strongly agree</b>

7.) I could just as well be working for a different organisation so long as the type of work is similar.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Neutral</b>	<b>Moderately agree</b>	<b>Strongly agree</b>

8.) This organisation really inspires the very best in me in the way of job performance.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Neutral</b>	<b>Moderately agree</b>	<b>Strongly agree</b>

9.) It would take very little change in my present circumstances to cause me to leave this organisation.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Neutral</b>	<b>Moderately agree</b>	<b>Strongly agree</b>

10.) I am extremely glad that I chose this organisation to work for, over others I was considering at the time I joined.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Neutral</b>	<b>Moderately agree</b>	<b>Strongly agree</b>

11.) There's not too much to be gained by remaining with this organisation indefinitely.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Neutral</b>	<b>Moderately agree</b>	<b>Strongly agree</b>

- 12.) Often, I find it difficult to agree with this organisation's policies on important matters relating to its employees.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Neutral</b>	<b>Moderately agree</b>	<b>Strongly agree</b>

- 13.) I really care about the fate of this organisation

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Neutral</b>	<b>Moderately agree</b>	<b>Strongly agree</b>

- 14.) For me this is the best of all possible organisations to work for.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Neutral</b>	<b>Moderately agree</b>	<b>Strongly agree</b>

- 15.) Deciding to work for this organisation was a definite mistake on my part.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Moderately disagree</b>	<b>Neutral</b>	<b>Moderately agree</b>	<b>Strongly agree</b>

## H. Membership Questions

For each statement circle the number for the answer which is best for you.

- 1.) To what extent does the organisation's efforts to assist you balance your work and family responsibilities, influence your decision to remain their employee?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>To no extent</b>		<b>To some extent</b>		<b>To a large extent.</b>

- 2.) How long could a typical employee be expected to stay on a job similar to yours?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Less than 3 months</b>	<b>Less than one year</b>	<b>1-3 years</b>	<b>3-5 years</b>	<b>More than five years.</b>

- 3.) How likely is it that you will try hard to find a job with another organisation within the next 12 months?

1	2	3	4	5
Very unlikely		Somewhat likely		Very likely

- 4.) Would you recommend employment at your organisation based on how your organisation assists in the balance of your work and family responsibilities?

1	2	3	4	5
Not at all				Absolutely

### **I. Absenteeism**

- 1.) How many days have you been absent from work in the last 2 months, excluding holiday leave?

\_\_\_\_\_ days

- 2.) What percentage of these absent days were due to child care responsibilities?

1	2	3	4	5
None		50%		100%

### **J. General Health**

- 1.) Rate your health, relative to other people in your age bracket.

1	2	3	4	5
Poor		Average		Excellent

### **K. Social support**

For each question, circle the number for the answer, which is best for you.

- 1.) How would you describe your partner's attitude towards your work?

1	2	3	4	5	6
Very negative		Neutral		Very positive	Not applicable

2.) To what extent does your partner help you with the housework?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>To no extent</b>		<b>To some extent</b>		<b>To a great extent</b>	<b>Not applicable</b>

3.) How often does your partner help you with the care of your children?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>Not at all</b>		<b>Some of the time</b>		<b>All the time</b>	<b>Not applicable</b>

4.) My spouse/partner can be relied on when things get tough on my job?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>Not applicable</b>

5.) In case of illness or emergency, to what extent do you have support available with child care from family and friends?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>To no extent</b>		<b>To some extent</b>		<b>To a great extent</b>

6.) If I have to work late, I can count on someone in my family to take care of everything at home?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>

7.) Someone in my family helps me out by running errands when necessary.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>

8.) If my job gets very demanding, someone in my family will take on extra household responsibilities.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>

- 9.) When I am having a difficult week at my job, my family members try to do more of the work around the house.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>

- 10.) My family/friends can be relied on when things get tough at my job?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>

- 11.) My family/friends go out of their way to make my work life easier for me?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>

#### **L. Job Satisfaction**

- 1.) All in all, I am satisfied with my job.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Slightly Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>

- 2.) In general, I don't like my job.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Slightly Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>

- 3.) In general, I like working for my organisation.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Slightly Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Slightly Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>

*Thank you for the time you took to complete this questionnaire.*

Request for Summary of Results

If you wish to receive a summary of the results of this study please complete the following details. This sheet will be separated from the questionnaire when the envelope is opened and will be held separately until the study has been completed at which stage it will be used to forward the results to you. Confidentiality is assured. The sheet will not be used by the researcher to identify any individual response.

The summary results will be available in June/July 1999 and will be distributed at that time.

Name: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## APPENDIX D RECODING OF VARIABLES

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Many of the variables were recoded before they were computed into totals.

The items that were recoded will be described under their respective sections.

### Family Friendly items:

All of the items in this section were recoded so that yes was equal to 1, which translates to the policy being present in the organisation. No was recoded as 0 which was equal to the policy not being present.

Item 5 which asked how many hours the respondent worked per week, was dichotomised, so that 30 hours or under was equal to 1, and represented part-time work. Over 30 hours was equal to 0, which represented the respondent working full time.

Items 6,11,12 were five item likert scales, but were recoded, as follows:

Item 6 – (1,2)=0; (3,4,5)=1.

Item 11 – (1,2)=1; (3)=0.

Item 12 – (1,2)=0; (3,4,5)=1.

With all of the items in this section “1” represents the family friendly policy being present while 0 represents the policy being absent.

Any of the items, which had “not applicable” or “not available” as an option, was coded as 8, which was coded as a missing variable.

### Supervisor Support:

Items 3,6,9 had reversed scoring, and were recoded accordingly (1=5;2=4;4=2;5=1).

Where unnecessary was an option, the answer was coded as 8, and treated as a missing variable.

### Organisation Commitment:

Items 3,7,9,11,12 had reversed scoring, and were recoded accordingly (1=5;2=4;4=2;5=1).

Membership Questions:

Items 2 and 3 had reversed scoring and were recoded accordingly.

Absenteeism:

Item 1 asked how many days the respondent had been absent in the past two months, was recoded so 0 represented no days absent and 1 was representative of 1 day or more absent.

Social Support:

Where not applicable was an option, the option was coded as 0, and treated as missing data.

Job Satisfaction:

Item 2, was reversed scored, so the item was recoded accordingly.  
(1=7;2=6;3=5;5=3;6=2;7=1).

## APPENDIX E

### TRANSFORMATION OF VARIABLES

All of the variables were examined to ensure they meet with assumptions of statistical normality, if a variable was found to deviate from this normality the variable was transformed. A description of the transformations that occurred to the variables is detailed in the table below.

**Table 1 Transformations of variables**

<b>Variable</b>	<b>Problem</b>	<b>Transformation</b>
Social Support	Negative skewness	Sqrt(56-socsupt)
Positive outcome	Negative skewness	Lg10(29-positivt)
Satisfaction with child care	Negative skewness	Sqrt(8-satcc)
Job Satisfaction	Negative skewness	Lg10(22-jobsatt)
Try to find another job	Positive skewness	Lg10(newjob)

## APPENDIX F CORRELATION TABLES

**Table 1 Correlation table among the variables in the model**

	WFC	FWC	Positive	SatCC	FamSup	SocSup	SpSup	Mean	SD	N
<b>Work/family conflict</b>	1.000							15.020	5.0300	114
<b>Family/work conflict</b>	<i>0.473**</i>	1.000						11.180	4.7800	111
<b>Positive outcomes</b>	0.144	0.113	1.000					1.9045	1.1441	120
<b>Satisfaction with child care</b>	0.149	0.080	0.185	1.000				1.5131	0.4134	109
<b>Family support</b>	<i>-0.227*</i>	-0.146	<i>-0.181*</i>	-0.178	1.000			25.180	6.0200	119
<b>Social support</b>	-0.194	-0.129	-0.073	-0.158	<i>0.953**</i>	1.000		3.8952	0.7400	98
<b>Spouse support</b>	-0.032	-0.025	0.072	-0.032	<i>0.578**</i>	<i>0.777**</i>	1.000	4.3199	0.8689	99
<b>Supervisor support</b>	<i>-0.265*</i>	-0.008	-0.197	0.074	-0.059	0.042	0.049	2.9373	0.6368	78
<b>Organisational commitment</b>	<i>-0.277**</i>	<i>-0.198*</i>	<i>-0.331**</i>	<i>-0.281**</i>	0.114	0.112	0.014	50.530	9.5400	114
<b>Intention to get new job</b>	0.065	0.136	0.112	-0.011	0.111	0.136	0.138	0.2253	0.2553	119
<b>Job satisfaction</b>	<i>0.201*</i>	0.187	<i>0.361**</i>	0.106	-0.171	-0.134	-0.060	0.5620	0.3219	120
<b>Absenteeism</b>	0.063	-0.113	-0.160	-0.003	-0.039	-0.071	-0.023	1.4900	0.5000	121
<b>Membership total</b>	<i>-0.313**</i>	-0.125	<i>-0.356**</i>	-0.145	0.106	-0.021	-0.147	6.9900	1.9900	119
<b>Retention</b>	-0.142	-0.041	<i>-0.317**</i>	-0.062	0.049	-0.049	-0.131	3.3400	1.2200	119
<b>Recruitment</b>	<i>-0.418**</i>	<i>-0.192*</i>	<i>-0.296**</i>	<i>-0.210*</i>	0.146	0.025	-0.120	3.6600	1.0800	120
<b>Health</b>	-0.153	<i>-0.302**</i>	<i>-0.285**</i>	<i>-0.232*</i>	0.049	0.069	-0.012	4.1000	0.8700	121
<b>Child care total</b>	0.020	<i>0.355**</i>	<i>-0.205*</i>	<i>-0.226*</i>	0.013	-0.092	-0.203	0.1797	0.2227	96
<b>Sensitive policy total</b>	<i>-0.231*</i>	-0.128	-0.189	<i>-0.245*</i>	-0.065	-0.119	-0.100	0.7327	0.1552	101

<b>Organisation policy</b>	<b>0.398**</b>	0.145	<b>0.359**</b>	0.195	-0.063	0.008	0.120	0.6005	0.7189	110
<b>Flexible policies</b>	-0.068	-0.059	0.089	<b>-0.188*</b>	-0.126	-0.131	-0.100	3.0661	1.4127	121

\* Correlation is significant at the 0.05 level (2 tailed); \*\* Correlation is significant at **the 0.01 level** (2 tailed).

	Supervisor Support	OrgCom	Intention new job	Job Sat	Absent	Memb	Retent
Work/family conflict							
Family/work conflict							
Positive outcomes							
Satisfaction with child care							
Family support							
Social support							
Spouse support							
Supervisor support	1.000						
Organisational commitment	<b>0.403**</b>	1.000					
Intention to get new job	<b>-0.226*</b>	<b>-0.526**</b>	1.000				
Job satisfaction	<b>-0.462**</b>	<b>-0.733**</b>	<b>0.528**</b>	1.000			
Absenteeism	0.020	-0.010	-0.028	-0.042	1.000		
Membership total	<b>0.370**</b>	<b>0.448**</b>	<b>-0.189*</b>	<b>-0.333**</b>	-0.030	1.000	
Retention	<b>0.333**</b>	<b>0.246**</b>	-0.074	<b>-0.195*</b>	0.033	<b>0.882**</b>	1.000
Recruitment	<b>0.314**</b>	<b>0.563**</b>	<b>-0.271**</b>	<b>-0.403**</b>	-0.080	<b>0.844**</b>	<b>0.491**</b>
Health	0.032	0.174	0.087	-0.093	0.003	0.158	0.119
Child care total	0.195	0.186	-0.147	-0.120	-0.159	<b>0.253*</b>	0.198
Sensitive policy total	0.227	-0.011	-0.122	-0.150	0.105	<b>0.211*</b>	0.161
Organisation policy	<b>-0.269*</b>	<b>-0.455**</b>	<b>0.210*</b>	<b>0.414**</b>	0.079	<b>-0.453**</b>	<b>-0.247**</b>
Flexible policies	-0.220	0.037	0.031	<b>0.205*</b>	0.001	0.034	0.046

\* Correlation is significant at the 0.05 level (2 tailed); \*\* Correlation is significant at the **0.01** level (2 tailed).

	<b>Recruit</b>	<b>Health</b>	<b>ChildCare</b>	<b>Sensitpol</b>	<b>OrgPolicy</b>	<b>Flexipol</b>
<b>Work/family conflict</b>						
<b>Family/work conflict</b>						
<b>Positive outcomes</b>						
<b>Satisfaction with child care</b>						
<b>Family support</b>						
<b>Social support</b>						
<b>Spouse support</b>						
<b>Supervisor support</b>						
<b>Organisational commitment</b>						
<b>Intention to get new job</b>						
<b>Job satisfaction</b>						
<b>Absenteeism</b>						
<b>Membership total</b>						
<b>Retention</b>						
<b>Recruitment</b>	1.000					
<b>Health</b>	0.141	1.000				
<b>Child care total</b>	<i>0.238*</i>	0.057	1.000			
<b>Sensitive policy total</b>	<i>0.206*</i>	0.074	0.019	1.000		
<b>Organisation policy</b>	<i>-0.560**</i>	-0.170	-0.175	<i>-0.330**</i>	1.000	
<b>Flexible policies</b>	-0.005	0.110	0.128	-0.090	0.054	1.000

\* Correlation is significant at the 0.05 level (2 tailed); \*\* Correlation is significant at **the 0.01 level** (2 tailed).

**APPENDIX G**  
**COMPARISON OF TWO MEASURES OF ORGANISATIONAL**  
**POLICY**

	Summary of Organisation Policy	Number of Family Friendly Policies
Intention to get new job	<b>-0.210*</b>	-0.002
Health	<b>0.192*</b>	0.192
Work/family Conflict	<b>-0.402**</b>	-0.127
Positive Outcomes	<b>0.434**</b>	<b>0.497**</b>
Membership Total	<b>0.477**</b>	0.153
Supervisor Support	<b>0.284*</b>	0.048
Number of Family Friendly Policies	<b>0.447**</b>	1.000
Satisfaction with Child Care	0.188	<b>0.366**</b>
Organisational Commitment	<b>0.451**</b>	0.121
Job Satisfaction	<b>0.356**</b>	<b>0.284*</b>